



2014 Strategic Plan Update



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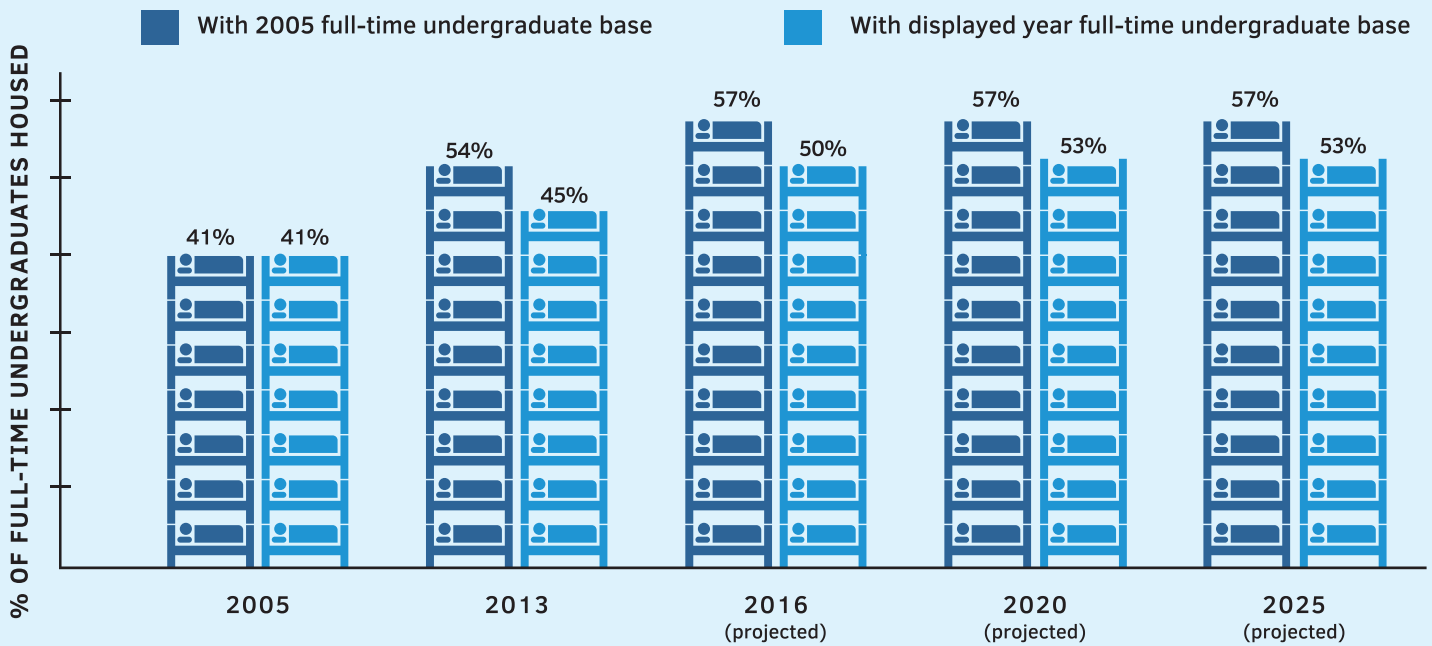
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HOUSING GOAL SET IN 2005:

To house 50% of the 28,761 system-wide full-time undergraduate students.

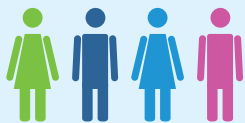
Has the System-Wide Goal Been Achieved? **Yes!***

*based on 2005 full-time undergraduate numbers... but the full-time undergraduate population has grown. In 2016, with all beds in development completed, that housing goal will be reached. (Campuses may have individual goals that vary.)



Enrollment and Housing

Campuses are conducting a variety of creative strategies to keep enrollments stable in the face of fewer high school graduates, and to keep housing filled:



Recruiting and retaining many types of students:
diverse, community college, global, & vets and their dependents



Providing quality
at reasonable

Salem State University

Fitchburg State University

Massachusetts Maritime Academy

Framingham State University

Westfield State University

Massachusetts College of Art & Design

Worcester State University

Bridgewater State University

Massachusetts College of Liberal Arts

MSCBA Plan: Seeking Opportunities to Support...

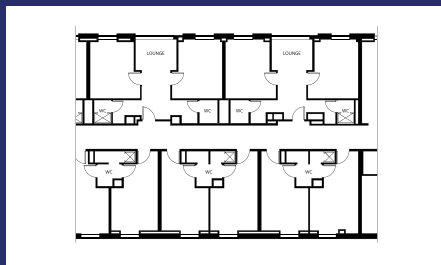
Campus Housing



Reinvestment



Sustainability

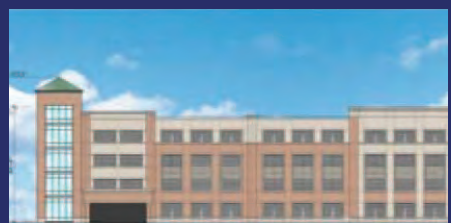


Broadening inventory
(Semi-Suite floor plan)

Recruitment, Enrollment, and Student Life



Dining



Parking



Student Activities

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Quality residence halls
at reasonable prices

- ★ Paving the Way
- ★ Law & Society
- ★ Substance Free
- ★ Arts
- ★ Mindfulness
- ★ Emerging Leader
- ★ Teachers of Tomorrow
- ★ Global Awareness
- ★ Scientific Connections

Supporting community with living-learning focus
and faculty in residence

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INTRODUCTION

This report is the 2014 biennial update of the Massachusetts State College Building Authority's (MSCBA) Strategic Plan. There are two focal points: a system-wide view of the Massachusetts State Universities, and an in-depth view of each of the nine institutions.

The Executive Summary is presented in infographic form; reading from left to right, in three rows, the infographic shows a timeline of the MSCBA's 2005 goal to house half of the full-time undergraduate students system-wide, the institutional contributions to this goal, and the MSCBA's anticipated focus going forward to seek opportunities to support campus housing, recruitment, enrollment, and student life.

Section 1, Chapter 1 provides a system-wide exploration of MSCBA housing in Fall 2013. It considers the amount and type of housing available to students, and how the system is operating in terms of occupancy, rents, and condition in a climate of student population growth. Section 1, Chapter 2 explores the demographic trends and other factors that affect demand for student housing and activity projects, and provides future projections in a climate of population decline. Section 1, Chapter 3 discusses the progress toward the MSCBA's 2005 goal to house half of the system-wide full-time undergraduate students, and reviews future MSCBA strategies, campus strategies, and other strategies.

Section 2 summarizes the strategic direction for housing and other student activity projects at each of the nine Massachusetts State Universities, as informed by their academic agendas, enrollment patterns, and campus layout and building portfolios. This Section also provides a description of recent, current, and anticipated MSCBA projects for each school.

Section 3 is the report's Appendix, providing information on data sources, housing typologies, MSCBA residence hall data, additional Massachusetts and student demographic data, and lists of peer institutions. This section also includes a list of figures in the report, and a selected bibliography.

Acknowledgments. We are grateful for the input from the many individuals and organizations that contributed to the completion of this report, including the Massachusetts State College Building Authority, the nine schools of the Massachusetts State University System, the Massachusetts Department of Higher Education, the Massachusetts Department of Elementary and Secondary Education, and the University of Massachusetts Donahue Institute.

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29 September 2015*

Note: The electronic version of this report is best viewed in 'Two Page View' in Adobe Acrobat so that double-page spreads are viewed together, and with 'Show Cover Page In Two Page View' activated. To do this, go to 'View/Page Display' and check 'Two Page Scrolling' and 'Show Cover Page in Two Page View.'

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SECTION 1: OVERVIEW

CHAPTER 1: SYSTEM OVERVIEW

INTRODUCTION

This section looks at MSCBA housing in Fall 2013. It considers the amount and type of housing available to students in the system and how the system is operating in terms of occupancy, rents, and condition in a climate of student population growth. In Fall 2013, the MSCBA portfolio currently has capacity for close to 15,500 undergraduate students in 47 residential complexes at the nine State Universities, and the schools, overall, have the capacity to house 45% of their full-time undergraduate students.

ENROLLMENT

In Fall 2013, 51,951 students were enrolled in the nine State Universities: 34,667 full-time undergraduates, 7,723 part-time undergraduates, and 9,561 graduate students. The overall student population increased 14% over the past decade, but the full-time undergraduate student population increased 26%. (See Figures 1 and 2.)

Figure 1

State University System Enrollment, Fall 2004, 2009, and 2013

Source: Mass DHE Linear Trends Report, 2014

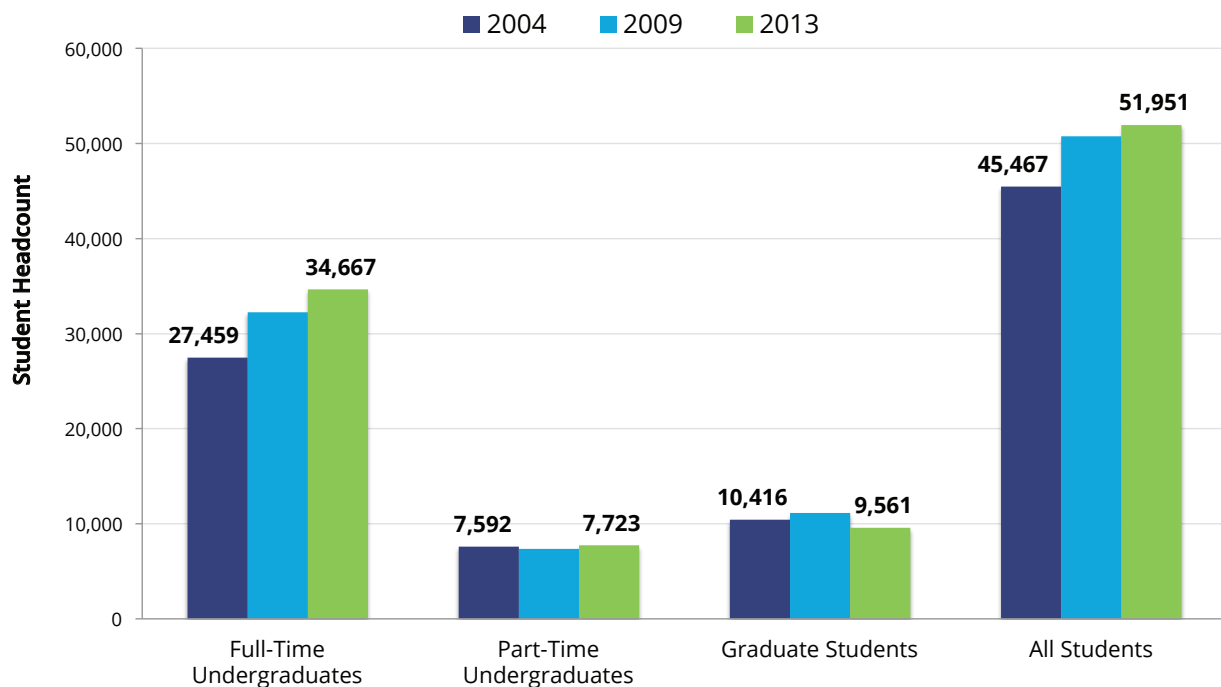
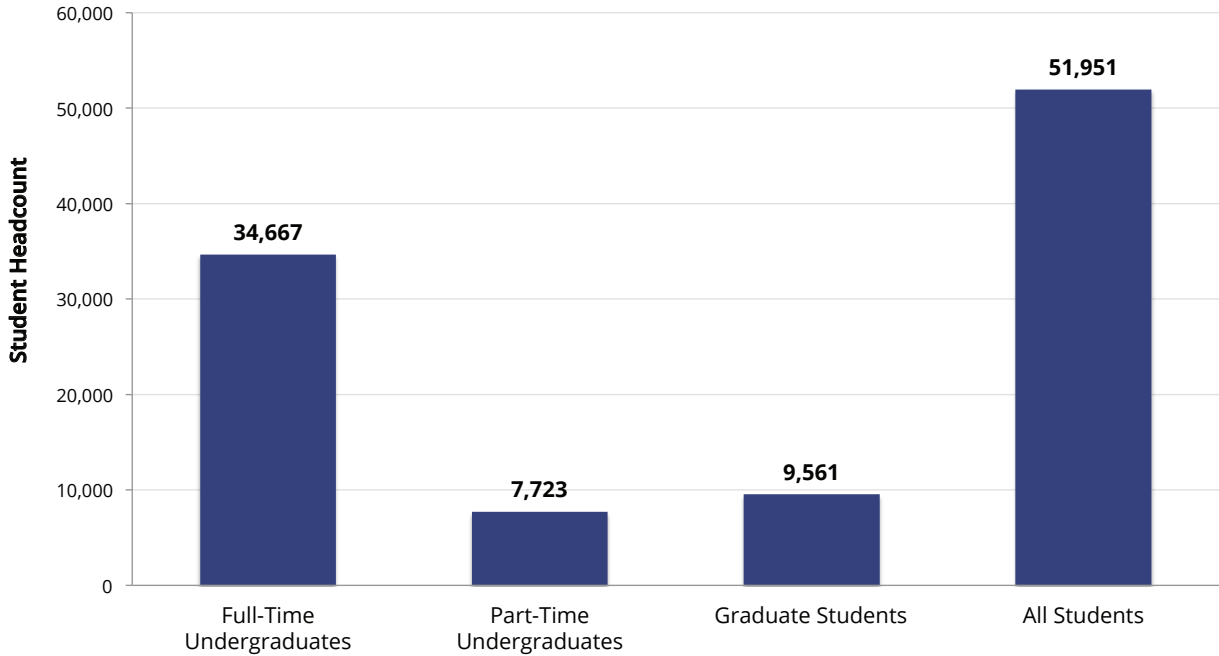


Figure 2

State University System Enrollment, Fall 2013

Source: MSCBA, Fall 2014



The proportion of the entire student body that is composed of full-time undergraduate students grew from 58% in Fall 2002, to 67% in Fall 2013. As a proportion of only undergraduates, the proportion full-time grew from 75% in Fall 2002, to 82% in Fall 2013. This steady increase in the number and proportion of students who are full-time undergraduates has been an important reference point in thinking about housing and ancillary projects. (See Figures 3 and 4.)

Figure 3

Full-Time Undergraduate Students as a Percentage of All Students, State University System, Fall 2002-2013

Source: Mass DHE Linear Trends Report, Spring 2014 and Mass DHE Special Calculation, Fall 2014

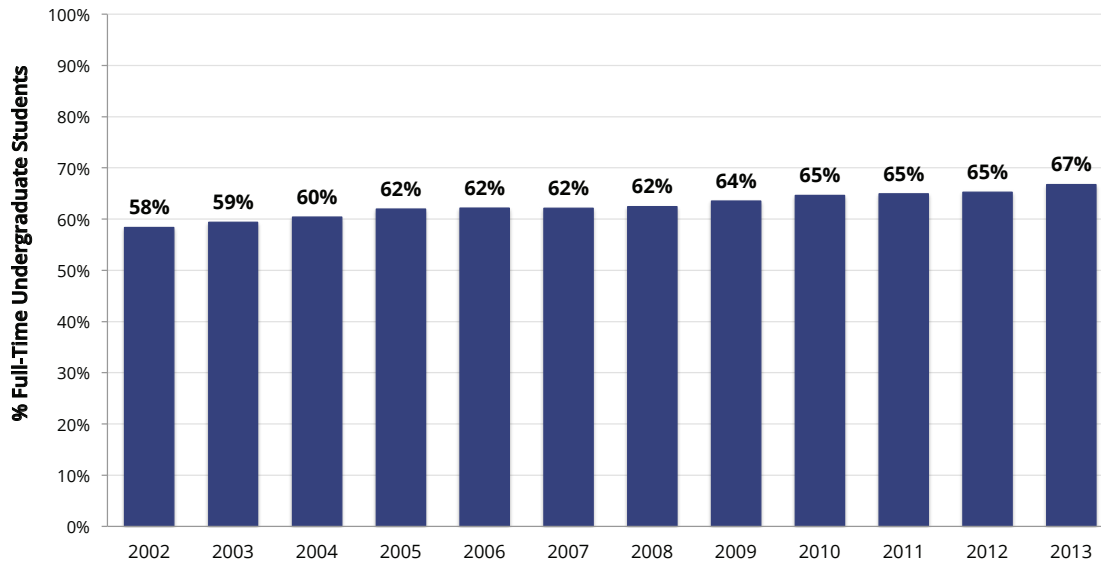
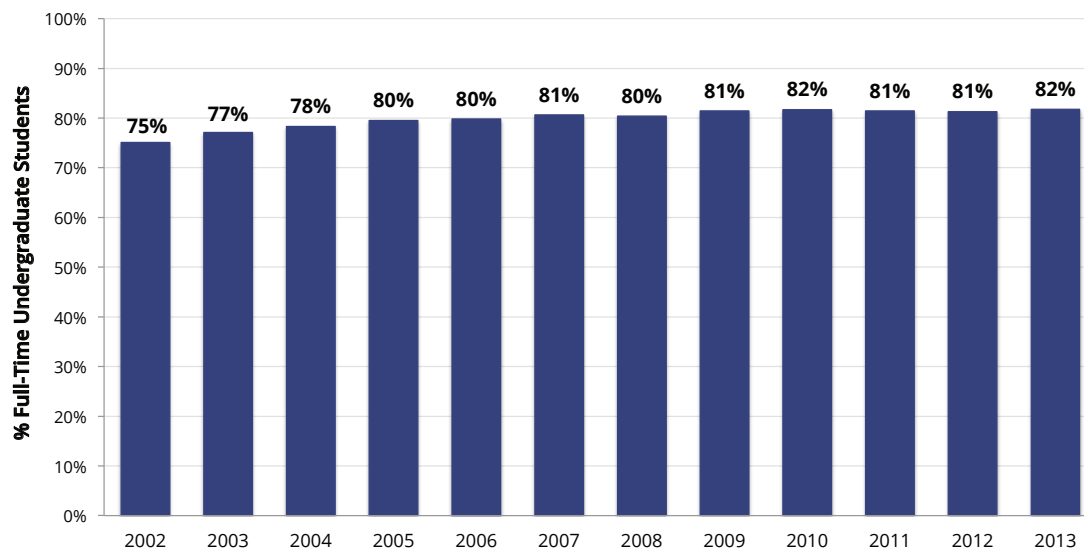


Figure 4

Full-Time Undergraduate Students as a Percentage of Undergraduate Students, State University System, Fall 2002-2013

Source: Mass DHE Linear Trends Report, Spring 2014 and Mass DHE Special Calculation, Fall 2014



HOUSING

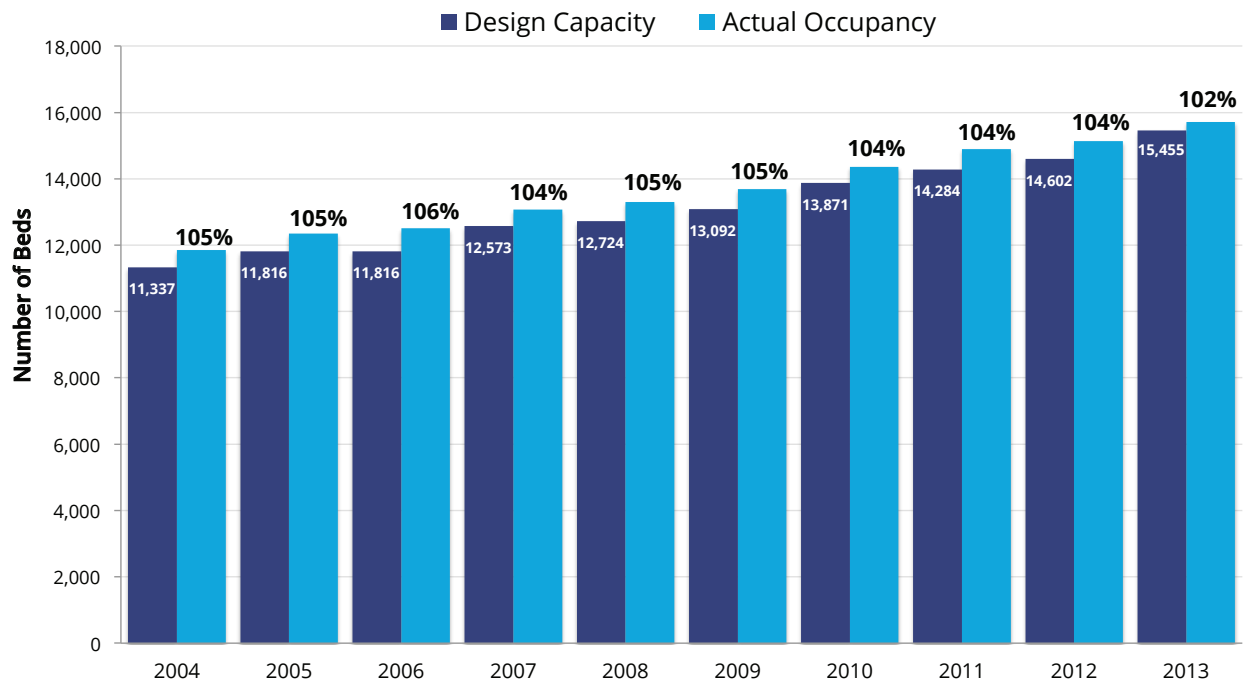
Supply. The MSCBA has added about 5,600 beds since 2002. In Fall 2013, the 2,176 beds recently completed, under construction, or being studied or planned will address documented capacity need. Projects under construction now and in planning will provide portfolio diversity and help to better match supply with demand. Moreover, the new beds as part of the overall housing program will contribute to stronger recruitment, retention, and student engagement for these particular campuses.

Occupancy. The improved condition of the residential facilities provided by the MSCBA has resulted in improved desirability of on-campus housing, and student demand for housing continues to increase. In Fall 2013, system-wide occupancy is 102% of design capacity, evidence of continuing strong demand for the MSCBA's housing. (See Figure 5.)

Figure 5

Housing Occupancy, State University System, Fall 2004-2013

Source: MSCBA, Fall 2014



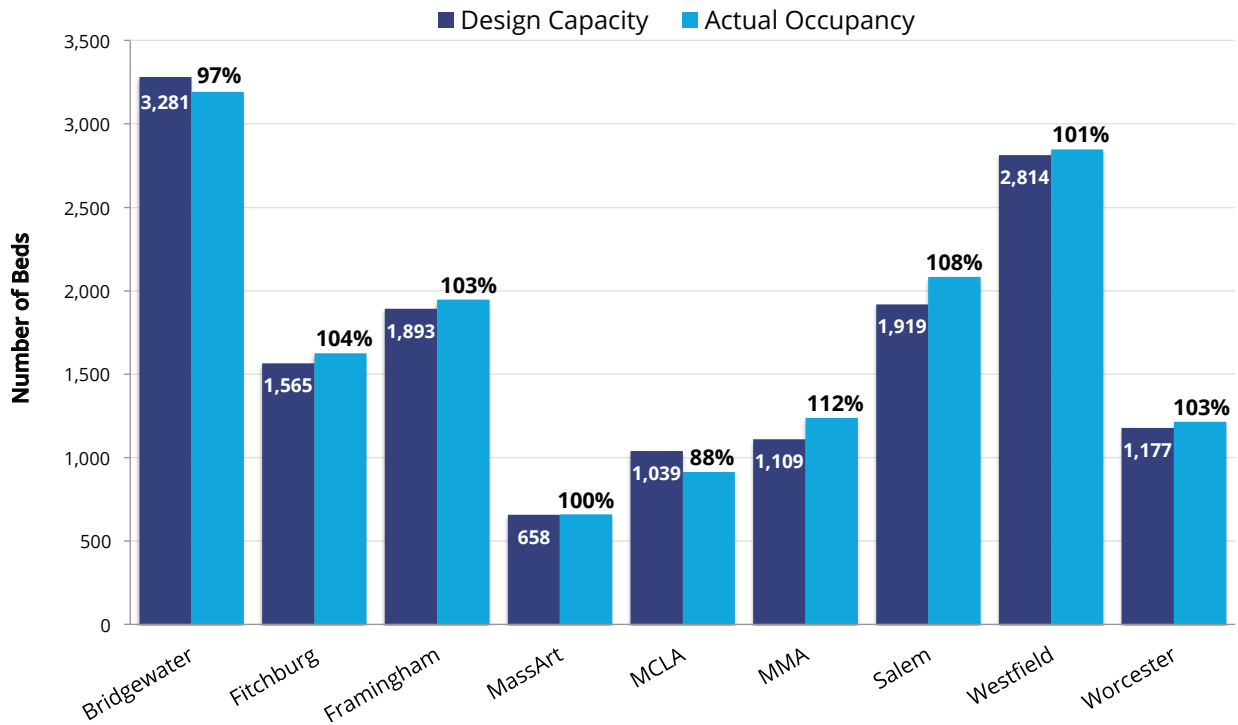
Note: The system-wide design capacity and actual occupancy exclude the beds rented out by MassArt to the Massachusetts College of Pharmacy.

Occupancy rates vary at individual institutions. At most institutions, the occupancy rate remains above 100% in Fall 2013, although the overcrowding at some schools should be relieved by new projects in design or construction. (See Figure 6.)

Figure 6

Housing Occupancy by School, Fall 2013

Source: MSCBA, Fall 2014



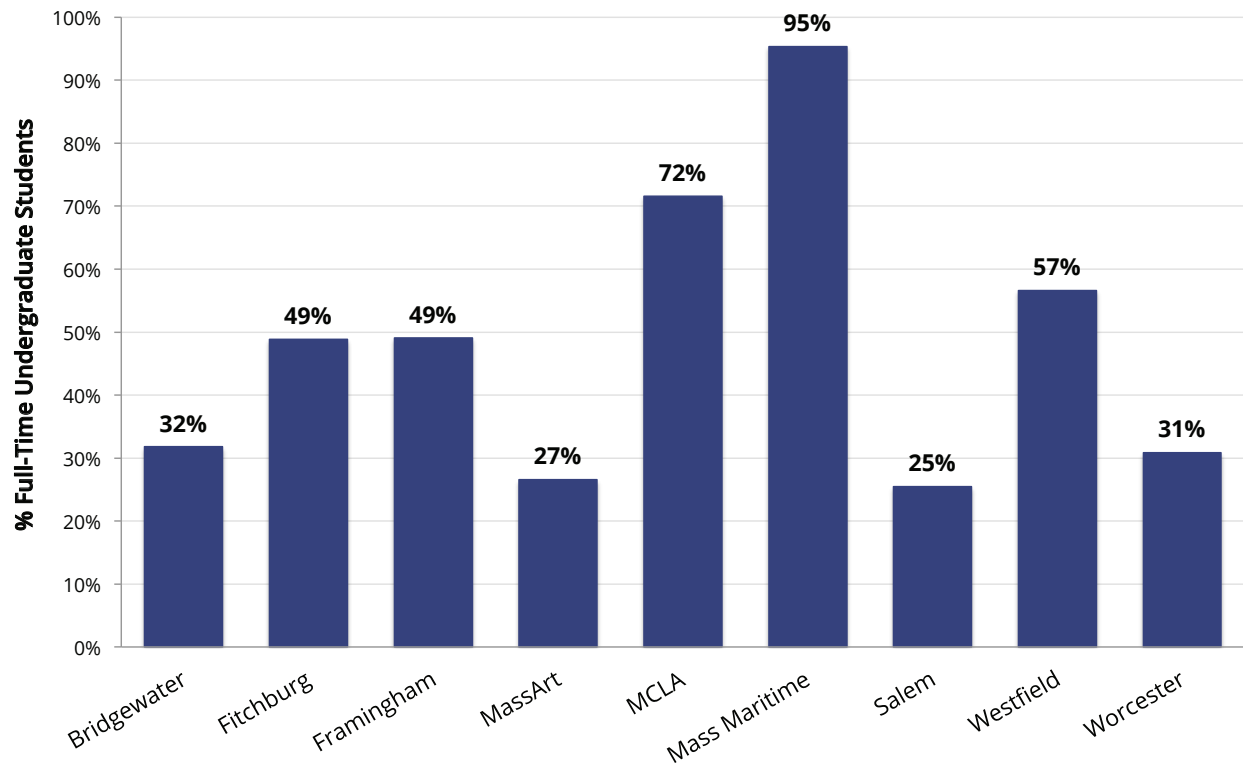
Note: The design capacity and actual occupancy for MassArt exclude the 261 beds rented out by MassArt to the Massachusetts College of Pharmacy.

Capacity. In Fall 2005, when the long-range housing capacity program was established¹, housing design capacity varied by institution from 25% of full-time undergraduates at Salem State University, to 95% of the full-time undergraduate cadets at the Massachusetts Maritime Academy. (See Figure 7.)

Figure 7

Housing Design Capacity as Percentage of Full-Time Undergraduates by School, Fall 2005

Source: MSCBA, Fall 2014



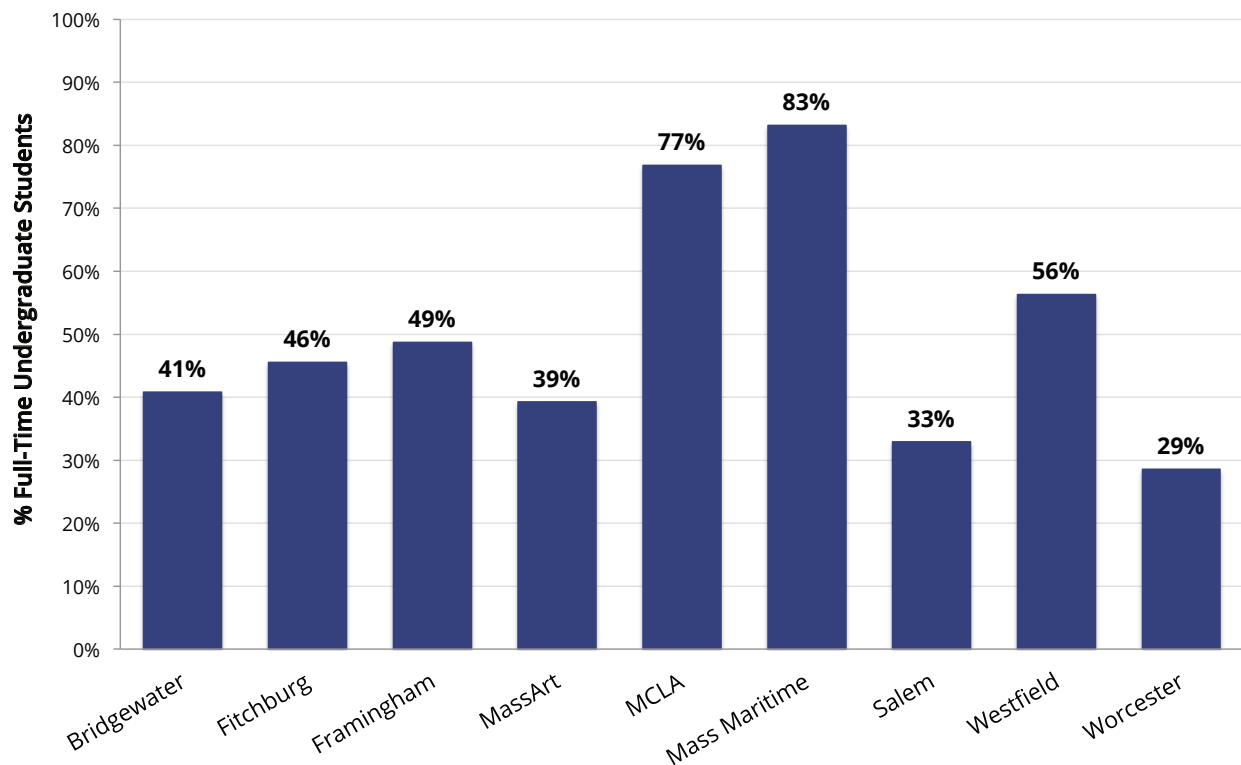
¹See Section 1: Chapter 3, Table 1.

During the next nine years, the MSCBA increased the bed capacity on many of the campuses, but the full-time undergraduate student population also grew. From Fall 2005 to Fall 2013, four institutions had an increase in the percent of students that could be housed (design capacity), one stayed the same, and four had a decrease in the percentage. In Fall 2013, housing design capacity varied by institution from 29% of full-time undergraduates at Worcester State University, to 83% of the full-time undergraduate cadets at the Massachusetts Maritime Academy. (See Figure 8.)

Figure 8

Housing Design Capacity as Percentage of Full-Time Undergraduates by School, Fall 2013

Source: MSCBA, Fall 2014



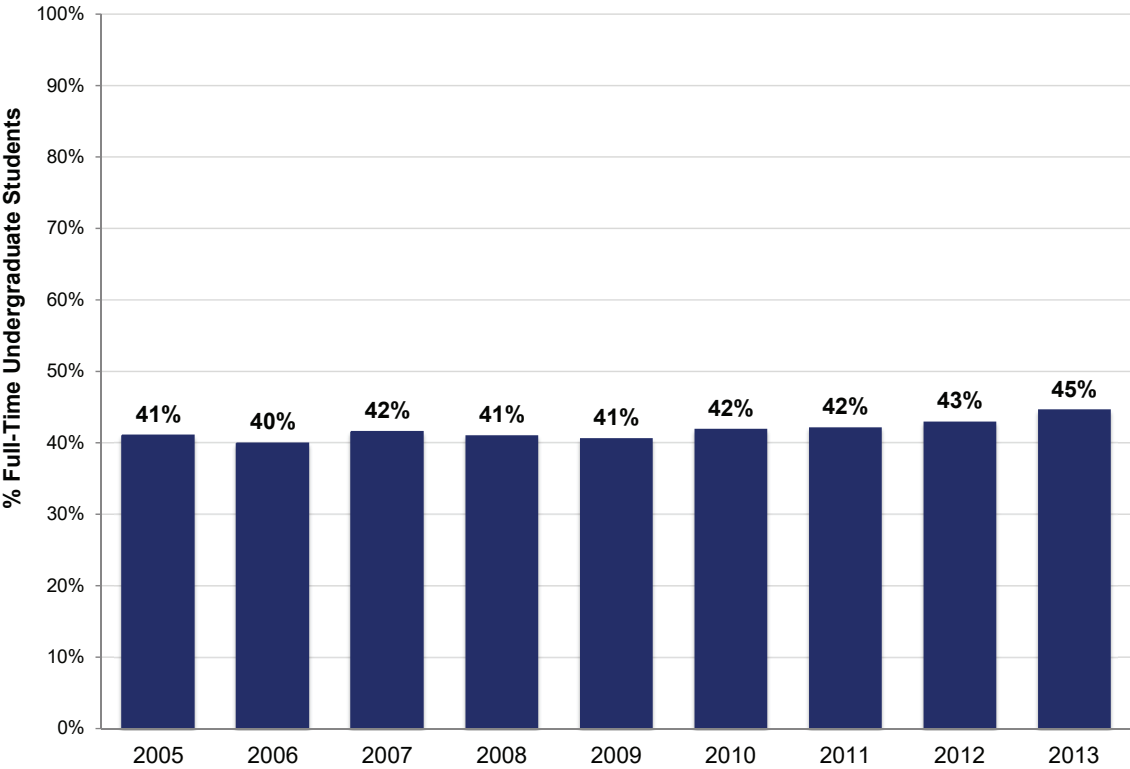
Note: The design capacity for MassArt excludes the 261 beds rented out by MassArt to the Massachusetts College of Pharmacy.

From Fall 2005 to Fall 2013, with the construction of new beds, the MSCBA increased system-wide housing design capacity from 41% of full-time undergraduates to 45%. (See Figure 9.)

Figure 9

System-Wide Housing Design Capacity as Percentage of Full-Time Undergraduates, Fall 2005-2013

Source: MSCBA, Fall 2014



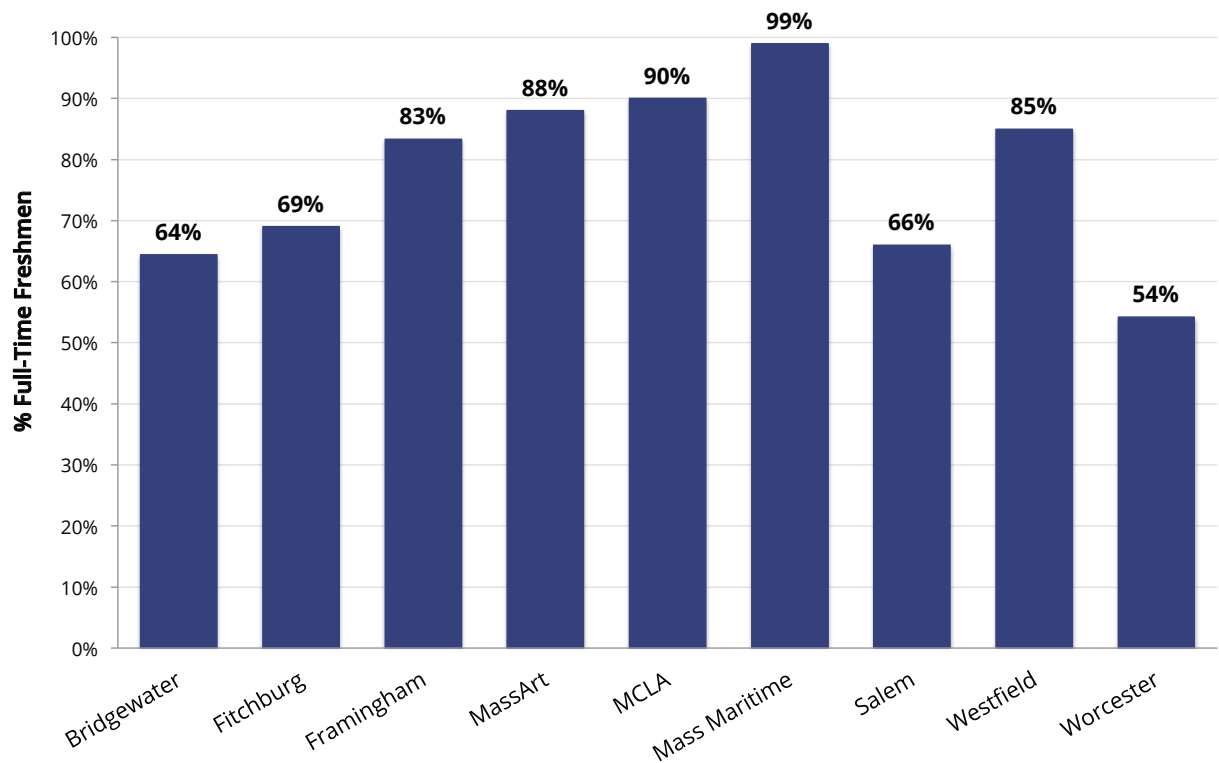
Note: The design capacity for MassArt excludes the 261 beds rented out by MassArt to the Massachusetts College of Pharmacy.

Residential Life Mission. Institutions utilize their residential life program to prepare new students for a successful academic and campus experience. In Fall 2013, over 50% of full-time Freshmen were housed at each institution, and five schools housed over 80%. (See Figure 10.)

Figure 10

Percentage of First-Time, Full-Time Freshmen Housed On-Campus by School, Fall 2013

Source: Massachusetts State Universities, Fall 2014



Note: The percentages of full-time Freshmen housed on campus at Bridgewater, Mass Maritime, and Westfield include Freshmen who are not first-time students.

It is important to note that much of the MSCBA's increased housing capacity has been built within the last decade, suggesting that the next decade will need a new cyclical program of capital renewal.

FALL 2014 ROOM RATES²

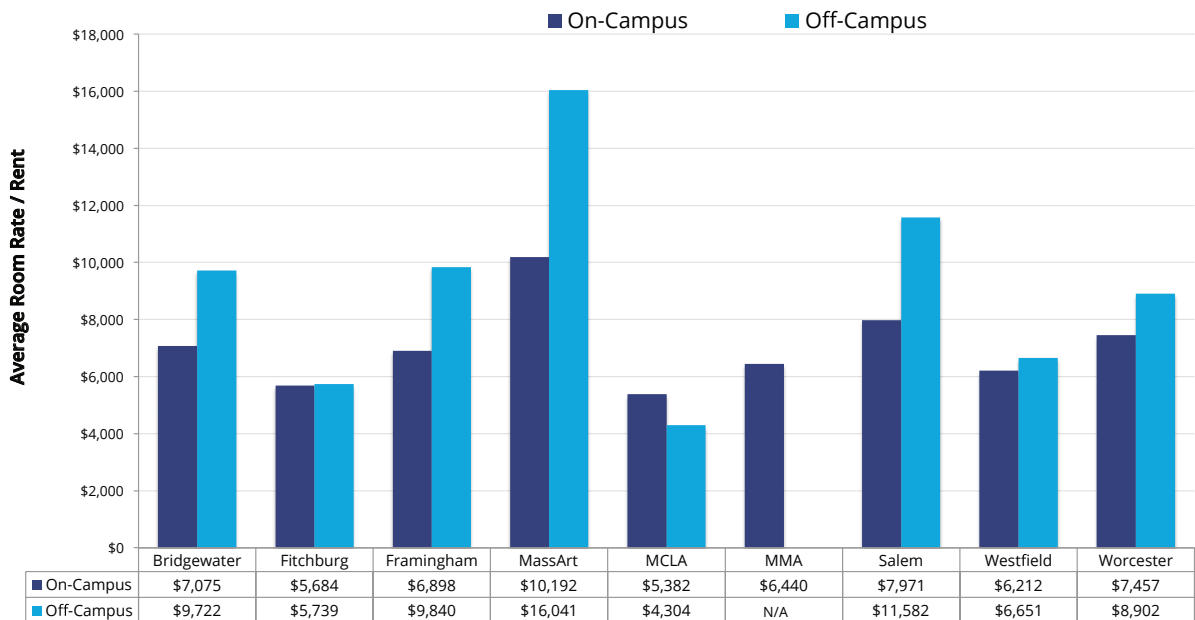
The cost of housing is a key piece of the MSCBA housing program. Room rates must be set at affordable levels to encourage students to live on-campus, but also to generate a sufficient revenue for overall operations. The MSCBA's average academic year rent for Fall 2014 is \$6,856 per bed for the 10-month academic year. This rate remains competitive to the peer institutions of the MSCBA, as well as being sufficient to meet MSCBA's financial obligations.

As the State Universities have not been able to house all students who seek housing, campus culture will continue to encourage and support off-campus housing, particularly for upperclassmen. With the exception of MCLA, at each institution, the average on-campus housing cost, which includes rent, utilities, and Internet, is lower than off-campus housing costs. Some of the Universities, such as Framingham State, Salem State, and MassArt, have many off-campus housing options, but off-campus price points are significantly higher. Other Universities, such as Bridgewater State, Westfield State, and MCLA, have far fewer off-campus options. Due to the regimental academic program, all Mass Maritime cadets reside on campus, so off-campus housing is not relevant for these students. The MSCBA needs to consider these aspects of campus culture and the surrounding real estate market in order to plan for the specific housing needs, including enrollment objectives and room rates, of each campus. (See Figure 11.)

Figure 11

Average On-Campus Room Rate and Off-Campus 10-Month Rent by School, Fall 2014

Source: MSCBA, Fall 2014; market analysis, Summer 2014



Note: All students at Mass Maritime Academy are required to live on campus.

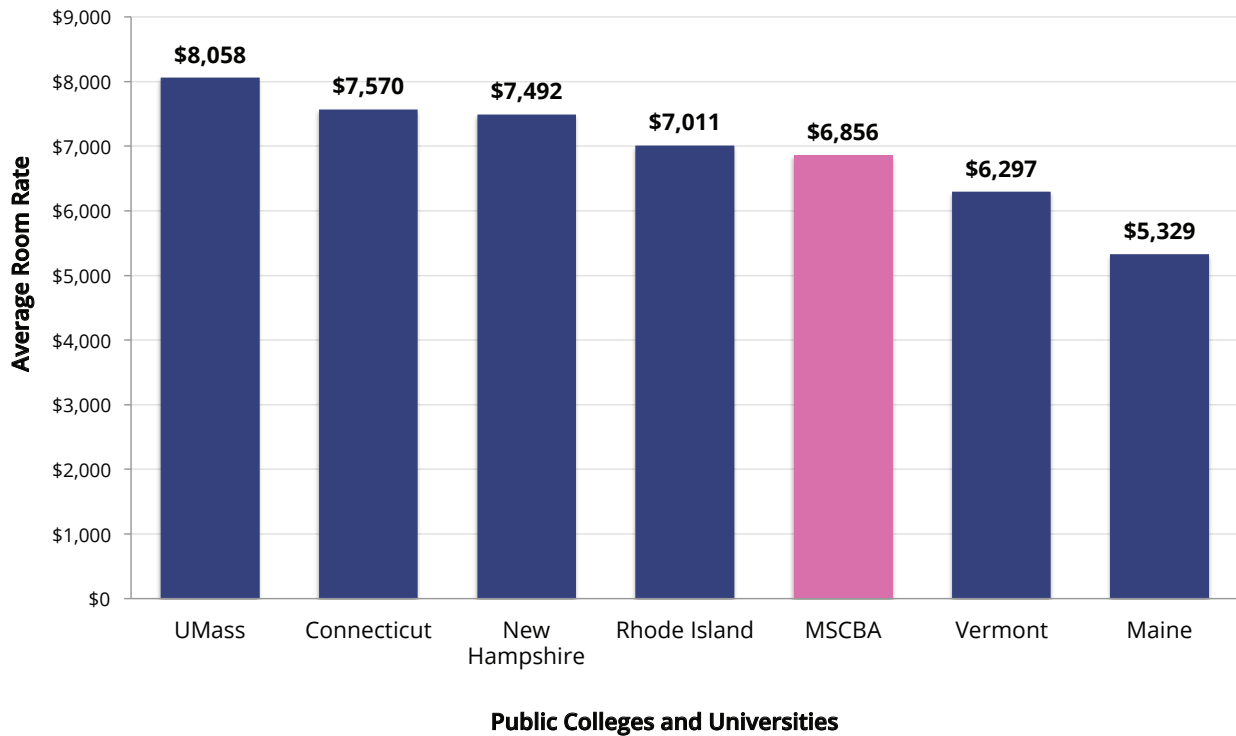
²The off-campus market analysis was conducted in the summer of 2014; campus room rates were collected for Fall 2014 in order to be comparable to the off-campus analysis.

The average MSCBA room rate is lower than the average of public universities in Rhode Island, New Hampshire, Connecticut, and the UMass system. MSCBA room rates are higher than public rates in Vermont and Maine. (See Figure 12.)

Figure 12

Average Room Rate: MSCBA vs. Northeast Public Colleges and Universities, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



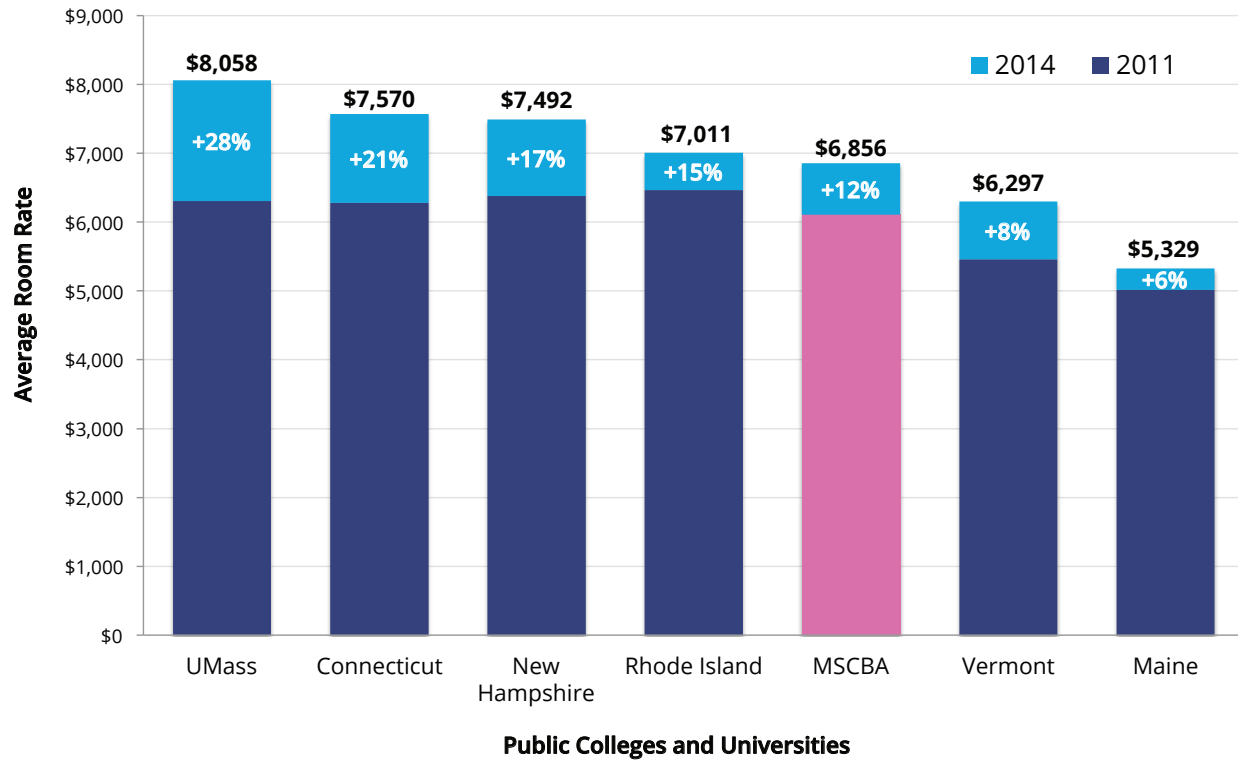
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

The average room rate has risen over the past three years from Fall 2011 to Fall 2014 in all of the public college and university systems in the Northeast. The cumulative increase ranges from a 6% increase at Maine public colleges and universities, to 21% at Connecticut colleges and universities. The UMass system increased 28% during this time, and the MSCBA increase was 12%. (See Figure 13.)

Figure 13

Cumulative Increase in Average Room Rate, Fall 2011-2014: MSCBA vs. Northeast Public Colleges and Universities

Source: MSCBA, Fall 2014; university websites, Summer 2014

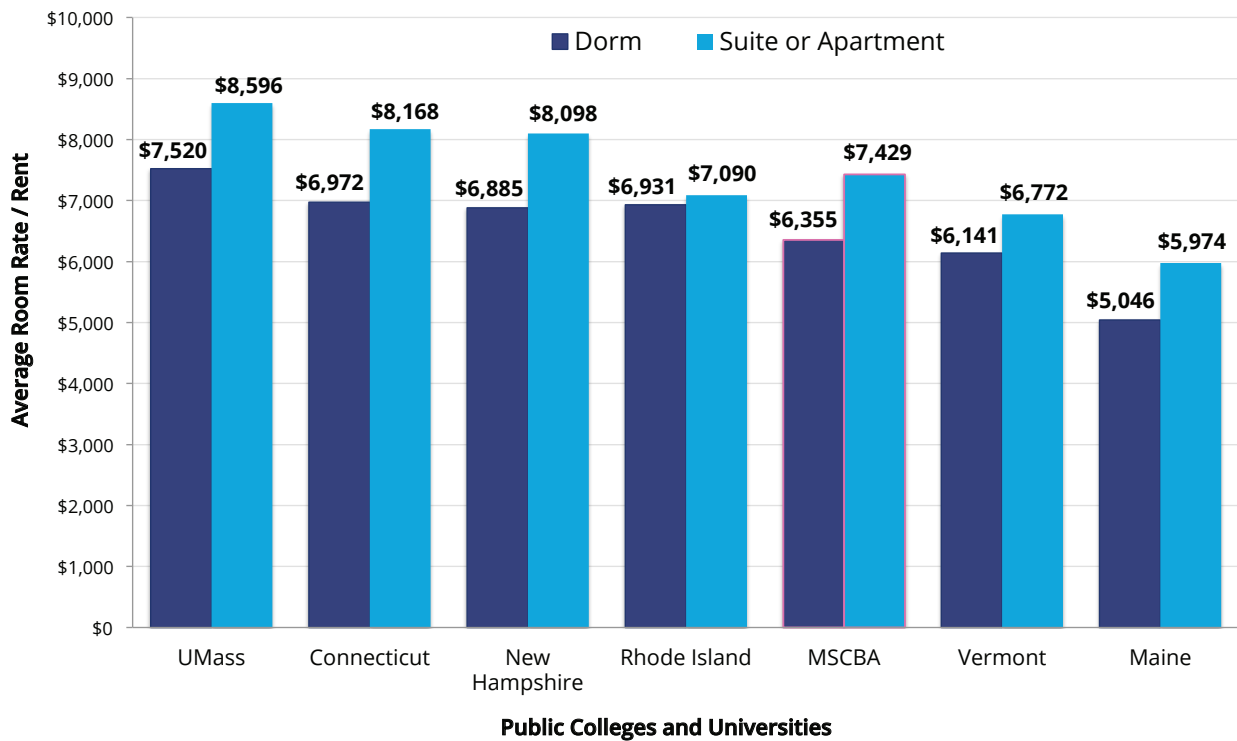


Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

Suite or apartment room rates are typically more expensive than traditional dormitory room rates, and this is the case, on average, for all of the public colleges and universities in the Northeastern state systems. In Fall 2014, the MSCBA average traditional dormitory room rate is \$6,355, and the suite/apartment room rate is \$7,429, an average 17% difference. The difference between traditional dormitory and suite/apartment room rates varies at other state systems. (See Figure 14.)

Figure 14
Average Rent, Dorms vs. Suites and Apartments: MSCBA vs. Northeast Public Colleges and Universities, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



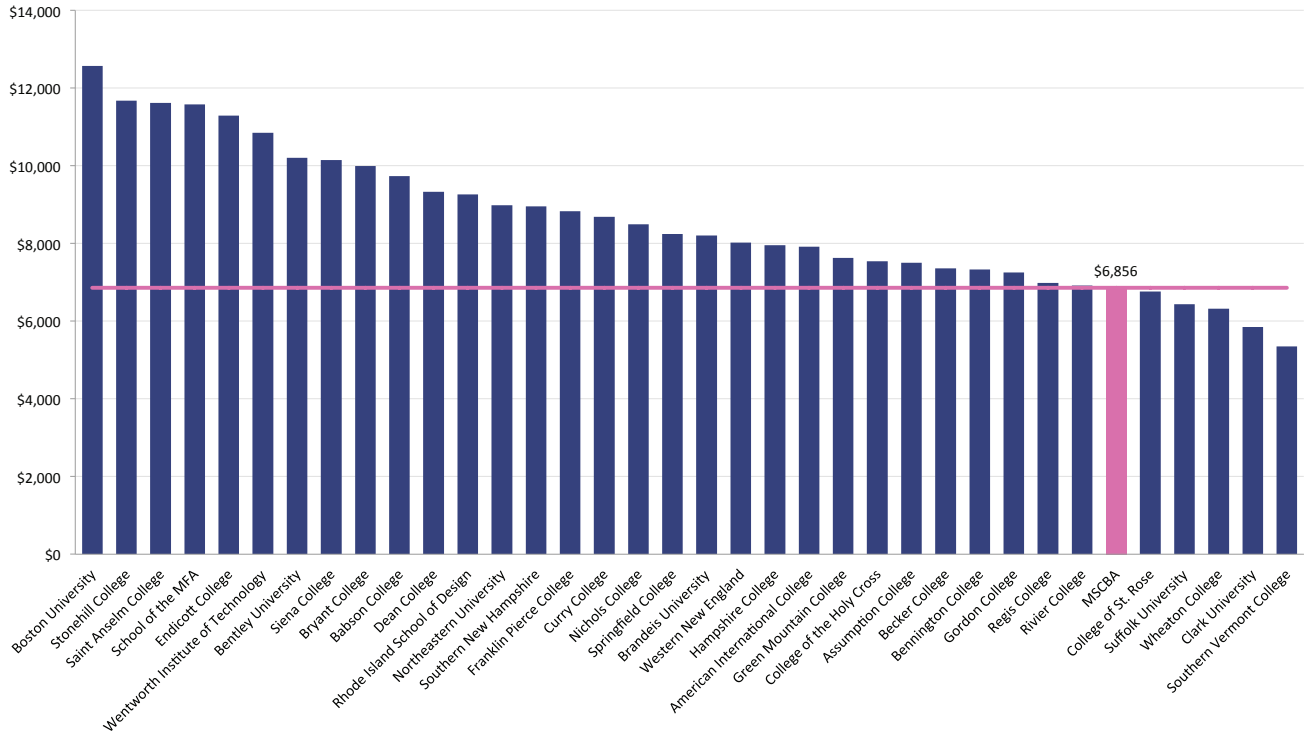
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

The MSCBA room rate is near the low end of the scale compared to regional private institutions. With their many new and renovated state-of-the-art residence halls, the well-priced State University housing system provides particularly excellent value compared to regional private institutions. (See Figure 15.)

Figure 15

Average Room Rate: MSCBA vs. Regional Private Schools, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

MSCBA room rates continue to be competitive compared to the public and private peer institutions that potential Massachusetts State University students might consider. It is important that the MSCBA continues to ensure its housing rates are competitive with those at other Northeast colleges and universities as potential students are increasingly being recruited by many schools, both public and private, and in-state and out-of-state. As the state populations of 12th graders decrease in the near future, it is anticipated that regional institutions will seek multiple ways to make themselves attractive to incoming students. Having reasonable room rates with good value is one way for the Massachusetts State Universities to distinguish themselves.

HOUSING TYPOLOGIES

Cost is not the only factor that has an impact on student housing choices. There has been considerable discussion as well as considerable investment by educational institutions at all levels in recent years to make student housing more than a place to sleep. These efforts have fallen into several major categories:

- Increasing the housing types, amenities, and range of community and privacy options to meet developmental needs and preferences of students in different class years.
- Enhancing program and social support for residents through residential life programs.
- Developing physical and programmatic living/learning programs, which enhance the collegiate experience.

Many undergraduate institutions have diversified their housing portfolios both in response to a campus residential life mission that addresses the developmental nature of housing, and to increase their market attractiveness to students.

A range of housing configurations provides a diversity of community and privacy appropriate for varying levels of student development and preferences. Traditional aged (18-24) undergraduates classically transition during their college years from adolescence to adulthood, often reflected in growing independence in their living situation. Traditional style residence halls with double rooms and shared baths provide group support during the early phases of this change. Upper division students typically seek more independence, and single rooms within traditional halls, and on-campus suites and apartments can serve this need. Older students are more likely to desire apartments or off-campus housing, and are better suited to fully independent living.

On-campus housing also offers a level of social support or supervision in addition to bed space. A strong recent trend has been to provide structured programs of academic and social support. These are sometimes focused toward first- or second-year students, or may be directed toward integrating academic activity in the residence hall through one of the many varieties of living/learning programs. These programs have been shown to help improve academic success, retention, and graduation rates.

Suites, in various configurations, provide housing between the high level of community found in traditional housing and the high level of privacy typical of apartments.

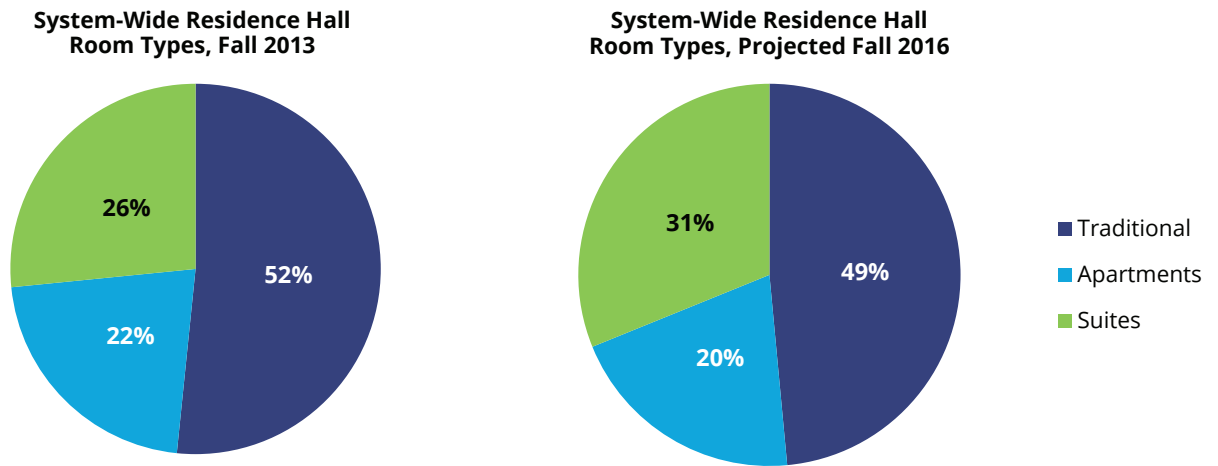
Lastly, a diversity of housing types will allow campus housing to remain attractive even as student preferences shift over time.

The recent and projected MSCBA projects will increase portfolio diversity, giving more weight to suites and apartments over traditional dormitory rooms. (See Figure 16.)

Figure 16

Current and Proposed State University System Housing Portfolio by Room Type

Source: MSCBA, Fall 2014



Individual campuses have quite different distributions of the various housing types, reflecting the periods in which housing was built as well as changing student needs and preferences over time. The Appendix (Section 3) contains a summary of major housing typologies in the MSCBA system and their identifying characteristics.

FACILITY CONSTRUCTION AND RENEWAL

Since 2002, the MSCBA constructed approximately 5,700 beds out of the Fall 2013 system bed count of almost 15,500. During that same period of time, about 10,000 beds within MSCBA's housing portfolio have been renewed or upgraded in some manner. Currently major residence halls under design or construction at Worcester State, Salem State, Marine Maritime Academy, and Framingham State will add 1,265 new beds, in addition to the 911 new beds recently completed at Bridgewater State and Westfield State.

The bed count differs from campus to campus in terms of housing type, space per bed, and date of original construction or major renovation. The Appendix (Section 3) includes an inventory of housing specifics for each campus as well as dates of construction and renovation.

Because the age of each campus' housing stock differs, as do the dates targeted for partial or complete renovation, the MSCBA has developed a comprehensive facility renewal program to ensure that the recurring need for reinvestment occurs on a predictable schedule that is coordinated with the availability of funds necessary to implement this work. Typically, renewal projects include work that is performed on a regular cycle to maintain an existing building in its present configuration for its current use.

The MSCBA Facility Renewal Plan is revised annually to incorporate work completed in the previous year. The MSCBA's current approach is to undertake adaptive projects (code/configuration changes) concurrent with facility renewal work in a phased manner that is completed over a number of summers depending on the amount of work that is required to maintain occupancy during the academic year. Special attention is first paid to code changes and fire safety, followed by exterior envelope (roofs and windows) and then by mechanical, electrical, plumbing systems and lastly by interior finishes. Since the year 2000, deferred maintenance has been reduced from \$61.1M to \$13.2M resulting in a much-improved condition of MSCBA's housing stock.

Plans are underway to reconfigure both Davis and Dickenson Halls at Westfield State, and townhouse-style apartments at Fitchburg State and MCLA are being examined for condition, fire safety and suitability for the programmatic needs of the Universities.

ENERGY SUSTAINABILITY PERFORMANCE AND MEASURES

All of the State Universities have signed on to the President's Climate Commitment, and are subject to Executive Order 484 that requires that all new construction meet the Massachusetts LEED Plus rating. The MSCBA employs sustainable design, construction, and operating principles in its new buildings and renovation projects designed to reduce the consumption of natural resources and energy in its facilities. Doing so reduces future rent increases necessitated by increased cost for water, sewer and energy. The MSCBA continues to take a leadership position in the development of building retrofits and the creation of greener operational programs.

NON-HOUSING FACILITIES AND PROGRAMS

The MSCBA continues to study the need for dining, parking, and athletic facilities to support its new housing capacity.

Although the MSCBA has not delivered off-campus housing, there is potential to be involved as an active partner in the planning for off-campus housing as requested by the campuses. There may also be a desire by some of the campuses to provide housing for graduate students, staff, or faculty.

In the past the MSCBA has acted to acquire properties for the State Universities to support residential, parking, and other student activity facility projects.

The MSCBA's Housing Financial Aid program continues to be of interest and demand from the nine State Universities. In Fiscal Year 2013, this program provided \$2M that was redistributed by the financial aid offices of the institutions to complement the financial aid package for residential students. In Fiscal Year 2013, nearly 13% of students received 17% of their housing costs through this program. The program will provide \$2M in housing financial aid in Fiscal Years 2014 and 2015.

CONCLUSION

In 2014, and since the last strategic plan update in 2011, the MSCBA finds itself in a good position vis-a-vis its long-range housing capacity program. Despite the concern about diminishing student populations, enrollments have continued to rise along with full-time undergraduate enrollment, and it is the full-time students who are the MSCBA's clients. Occupancy has continued to be quite high, and still remains too high in a few cases. The desirability of the system's housing stock has increased with the continued reinvestment in its existing buildings and the increase in diversity of types offered with the system's newest facilities. Demand remains for new housing on some campuses, and there is also a need for renewal to some of the system's older buildings. In addition, the need continues for additional building system renewal, non-housing additions or renovations, and dining and parking to support new residential capacity. The MSCBA will proceed cautiously going forward as the decline accelerates among the high school feeder populations in Massachusetts; this population decline will be discussed in Chapter 2.

CHAPTER 2: FACTORS AFFECTING ENROLLMENT

INTRODUCTION

The primary catalyst for the MSCBA long-range housing capacity program established in Fall 2005 was to match the housing capacity to the increase in full-time student enrollment at the State Universities predicted for the next decade. Going forward beyond Fall 2013, this growth is not predicted to continue. This section explores the demographic trends, past and projected, and other factors that affect demand for student housing and activity projects.

ENROLLMENT PROJECTIONS: DEMOGRAPHIC FACTORS

HIGH SCHOOL GRADUATES

Demographic trends exert a major influence on public higher education enrollment. The most important statistic to Higher Education enrollment is the number of high school graduates, as they form the core of the 'traditional' undergraduate population that goes directly from high school to college. This population varies over time according to demographic factors such as changes in birth rates, immigration, culture, and economics. In 2008, the Western Interstate Commission for Higher Education (WICHE) published a series of population projections from 2000 to 2022 of high school graduates throughout the U.S., geographic regions, and states. WICHE's projections were then recalculated in 2012 to extend to 2027-2028.

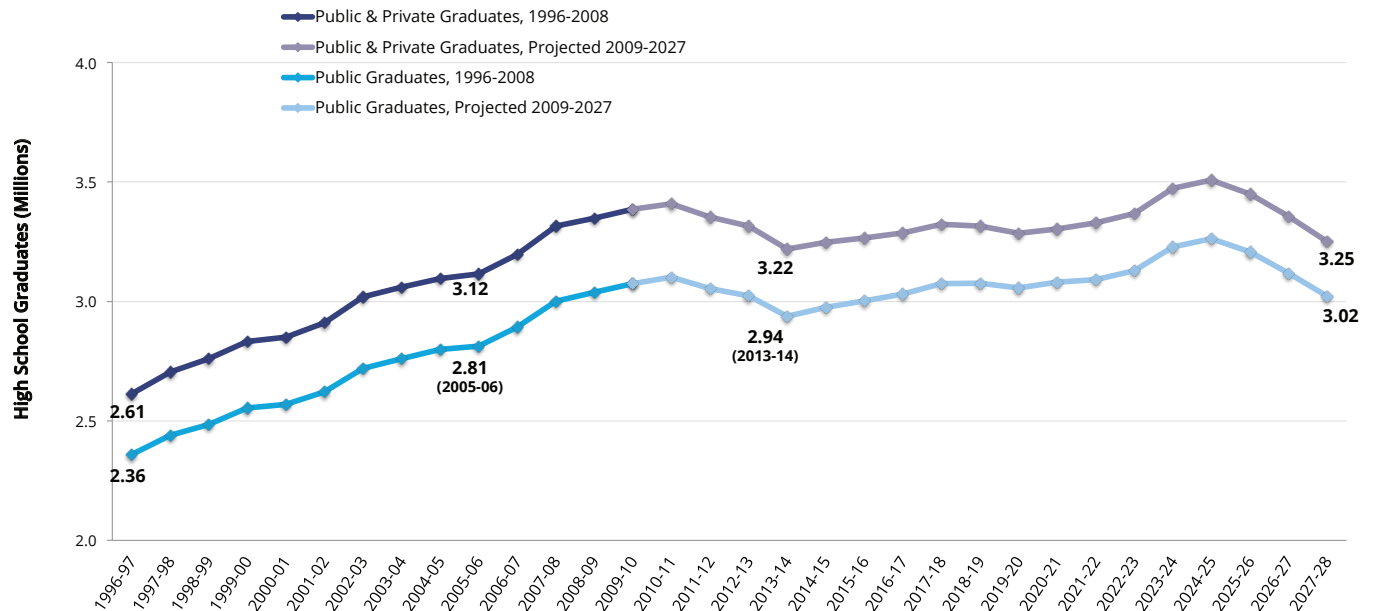
Nationally, after a period of steady growth, WICHE projected that the public and private high school graduate population would peak in 2010-2011, then decline until 2013-2014, then begin a new cycle of very slow growth, with a jump in 2024-2025, followed by a more dramatic fall through 2027-2028.¹ Institutional and public policy makers faced uncertainty about how to plan and respond to the higher education enrollment projections emanating from these shifting numbers of high school graduates. (See Figure 1.)

¹Western Interstate Commission for Higher Education. *Knocking at the Door: Projections of High School Graduates*. Boulder: December 2012. <http://wiche.edu/info/publications/knocking-8th/appA.pdf>, p.17.

Figure 1

U.S. High School Graduates, Public and Private Schools, Actual (1996-97 through 2008-09) and Projected (2009-10 through 2027-28)

Source: WICHE, Fall 2012



According to the WICHE report, the share of traditional, full-time college students is decreasing relative to the total student population. However, it is the full-time traditional undergraduate student who has had the strongest interest in student housing and campus life, and, thus, is the population of most interest to the MSCBA.

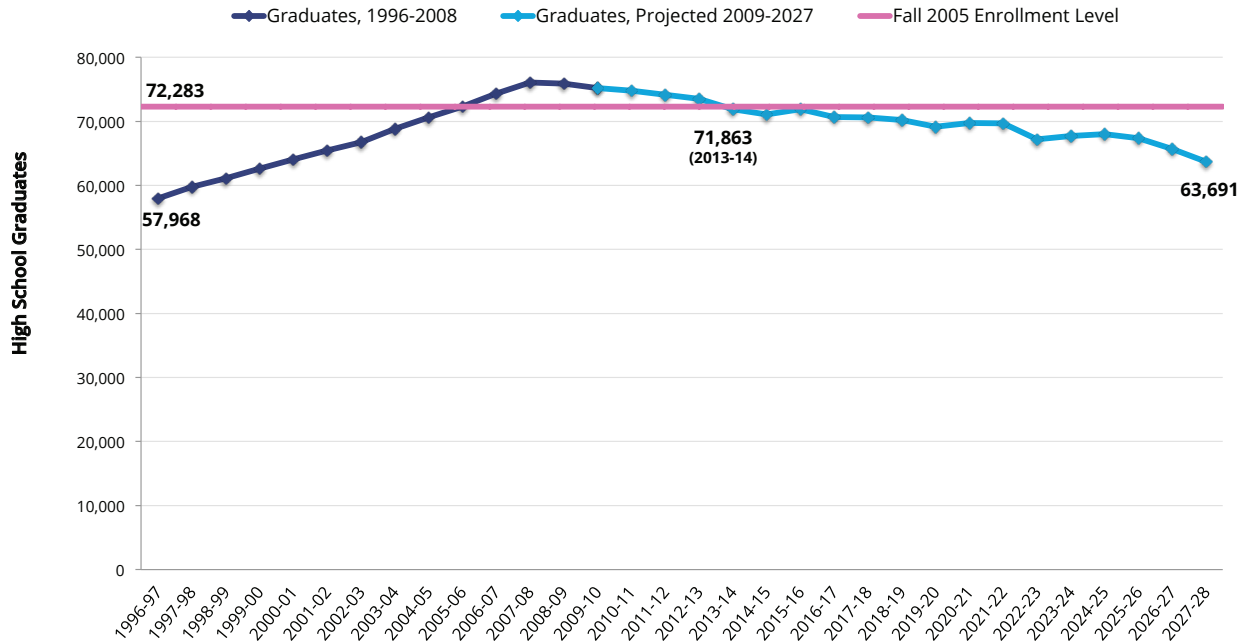
The WICHE projections showed different growth and decline curves for the four regions of the U.S. All regions would experience a short-term decline, but the South and West would quickly recover and head into growth, the Midwest would slowly recover, and parts of the Northeast would not recover. Within the Northeast, the states of Maine, New Hampshire, Rhode Island and Vermont were projected to have losses of 15% or greater, and Connecticut and Massachusetts, losses of between 5% and 15%. Mid-Atlantic states, with the exception of New York, were also projected to have long-term losses; New York was projected to have growth between 0% and 5%.

For Massachusetts, after a period of steady growth, the WICHE projections show the high school graduate population peaking in 2007-2008 with 76,050 public and private high school graduates. From 2007-2008 to 2013-2014, WICHE projects a population of 71,863, a decline of 5.5%. Projecting forward to 2027-2028, WICHE projects a steady decline to 63,691, which is similar to the 1999-2000 and 2000-2001 levels. (See Figure 2.)

Figure 2

Massachusetts High School Graduates, Public and Private Schools, Actual (1996-97 through 2008-09) and Projected (2009-10 through 2027-28)

Source: WICHE, Fall 2012



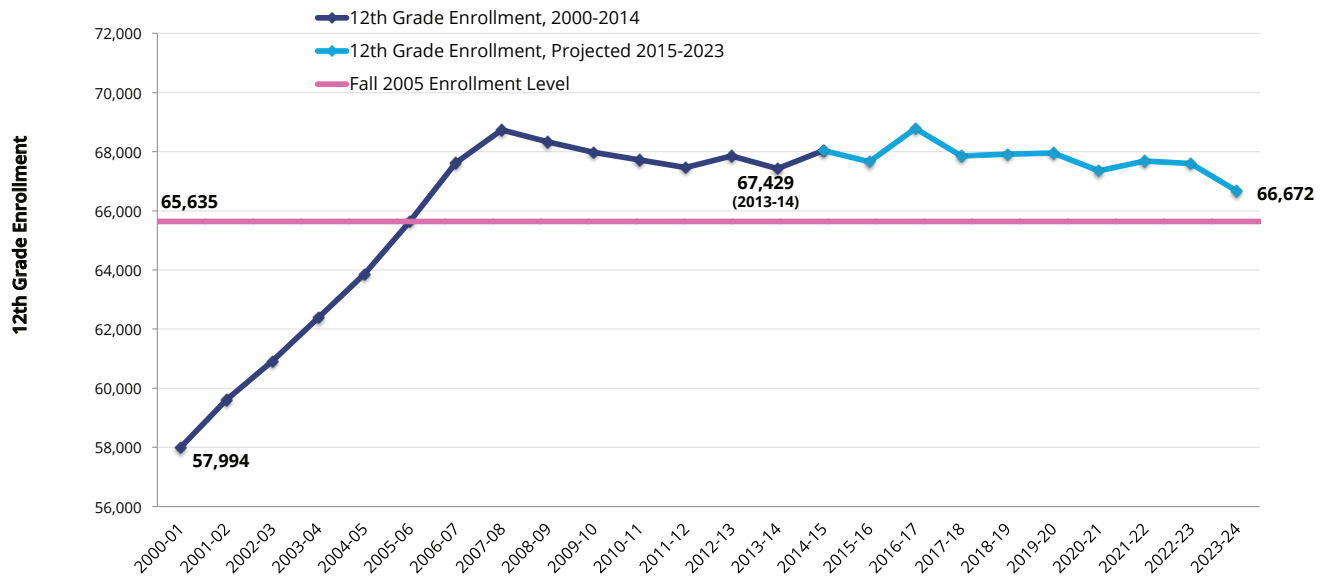
ENROLLED 12TH GRADERS IN MASSACHUSETTS PUBLIC HIGH SCHOOLS

The Massachusetts Department of Elementary and Secondary Education (DOE) assembles actual numbers of 12th grade *public* high school *enrolled* students through 2014-2015, and projections through 2023-2024. The DOE analysis parallels WICHE's projections of *public and private* high school *graduates*, for the most part, but also shows some important differences. Similar to the WICHE analysis of public and private high school graduates, the DOE analysis shows 12th grade enrollment peaking in 2007-2008. Beyond the peak, although the DOE also shows a decline in public school 12th enrollment, it is more modest than WICHE's projected decline in public and private high school graduates; from the peak in 2007-2008 to 2023-2024, the DOE shows a 3% decline, while WICHE shows an 11% decline through 2023-2024 and a continuation of this decline through 2027-2028. (See Figure 3.)

Figure 3

**12th Grade Enrollment in Massachusetts Public High Schools,
Actual (2000-01 through 2014-15) and Projected (2015-16 through 2023-24)**

Source: Massachusetts Department of Elementary and Secondary Education, Fall 2014



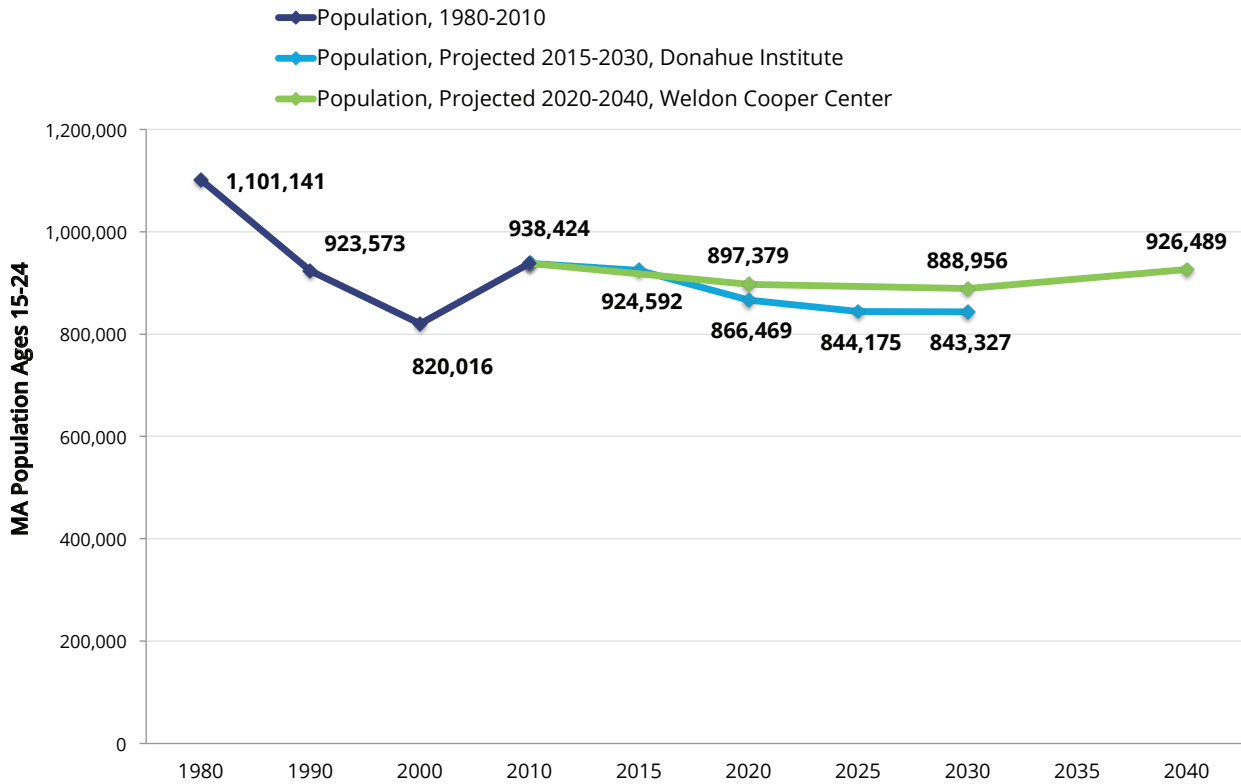
Based simply on the DOE projection of 12th grade enrollment in public schools, their projection of the number of students in 2023-2024 from which to draw enrollment would be higher than the student population of 2005-2006. This provides some positive support to the MSCBA's long-range housing capacity program, which projects system-wide demand based on a goal of 50% of the full-time Fall 2005 undergraduate enrollment.

Forecasts of College-Aged Populations. The most important factor affecting estimates of the Massachusetts college-aged population is the base statewide population of the 15- to 24-year-old age cohort. In 2014, the University of Massachusetts Donahue Institute used actual Census Bureau data from 1980 to 2010, and projections from 2015 to 2030 to show an estimated 10% decline in the 15 to 24 age group from 2010 to 2030. In 2014, the Weldon-Cooper Center of the University of Virginia also compiled population projections by state. In both the short-term and the long-term, the Weldon-Cooper projections of the Massachusetts population age 15 to 24 shows less of a decline than the Donahue Institute's projections. In the short-term, between 2010 and 2020, Donahue shows a 7.7% decline, while Weldon-Cooper shows a 4.4% decline. Thus, even among the professionals, there is a great deal of uncertainty about the short-term and long-term estimate of the base college-age population; there is a consensus that there will be a decline, but how it affects the number of students entering college is yet to be seen. (See Figure 4.)

Figure 4

Massachusetts Population Ages 15 to 24, Actual (1980 through 2010) and Projected (2015 through 2030)

Source: UMass Donahue Institute Population Projections, Fall 2013; Demographics Research Group, UVA Weldon Cooper Center for Public Service, Summer 2014



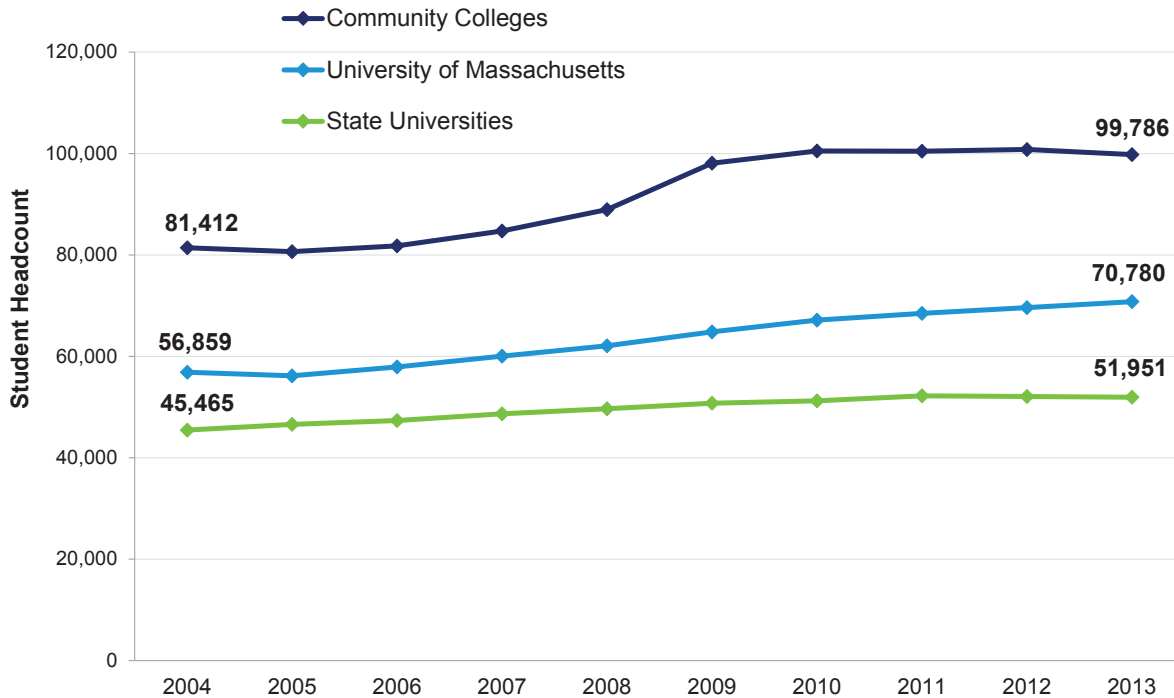
Going forward, the Donahue Institute recommends also looking more narrowly at the 15- to 18-year-old age cohort as a predictor of the Massachusetts college-age populations. Statewide and county projections for 15- to 18-year-olds are included in the Appendix (Section 3).

MA Higher Education Forecasts. Despite the decline in the state-wide college-age population, all sectors of higher education in Massachusetts actually continued to increase between 2007-2008 and 2013-2014. Since 2007-2008, enrollment in the State Universities increased 7% (3,300 students), and enrollment in the Community Colleges and the UMass System increased 18%. (See Figure 5.)

Figure 5

Massachusetts Public Higher Education Enrollment, Fall 2004-2013

Source: MSCBA, Fall 2014



Going forward, the Donahue Institute has also developed projections specifically for the Massachusetts Department of Higher Education. Their projections are rooted in the 2010 Census data and recent Vital Statistics, and take into account demographic factors such as births, cross-state and cross-county migration, racial and ethnic status, and immigration. In their projection for the State University system, the undergraduate enrollment will peak in Fall 2013 at 42,389 students, and then decline steadily through Fall 2025 to 36,542 students, a 14% decline. This projection brings the undergraduate student population back to the Fall 2005 level.

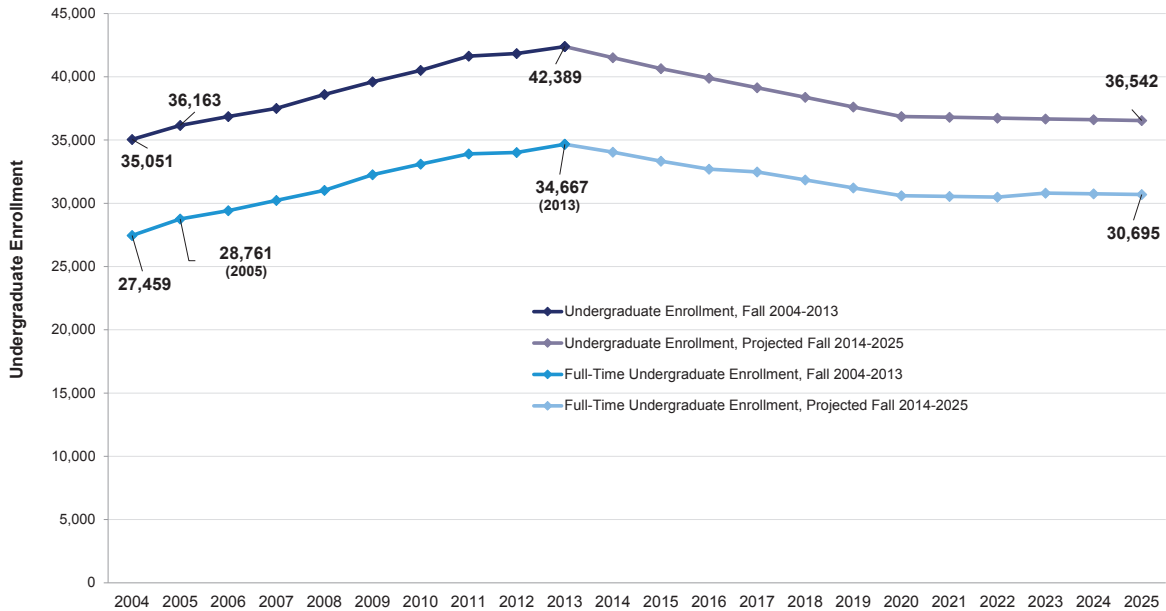
Utilizing the Donahue Institute projections, we added information on the historical percent of undergraduates in the State University system who are full-time, and created a second projection of the full-time undergraduate student population at the State Universities for the MSCBA. Full-time students are important to the MSCBA, as they are the population that is eligible for student housing. This projection includes the assumption that the proportion of undergraduates who are full-time will slightly increase between Fall 2013 and Fall 2025 (see discussion below). Figure 6 shows that the timeline and pace of the decline for full-time undergraduate students is different than that for all undergraduate students; the full-time population is projected to decline only 11% from 34,667 in Fall 2013, to 30,695 in Fall 2025.² This projection does not bring the full-time undergraduate student population down to the Fall 2005 level as the previous projection did for all undergraduate students, but rather to 1,934 students above the Fall 2005 population, or slightly above the Fall 2007 level. (See Figure 6.)

²An alternate projection where the percentage full-time does not grow shows 29,964 students in 2025, which is slightly below the 2007 level.

Figure 6

MSCBA System Undergraduate Enrollment, Actual (Fall 2004 through 2013) and Projected (Fall 2014 through 2025)

Source: UMass Donahue Institute and Demographic Perspectives, Fall 2014



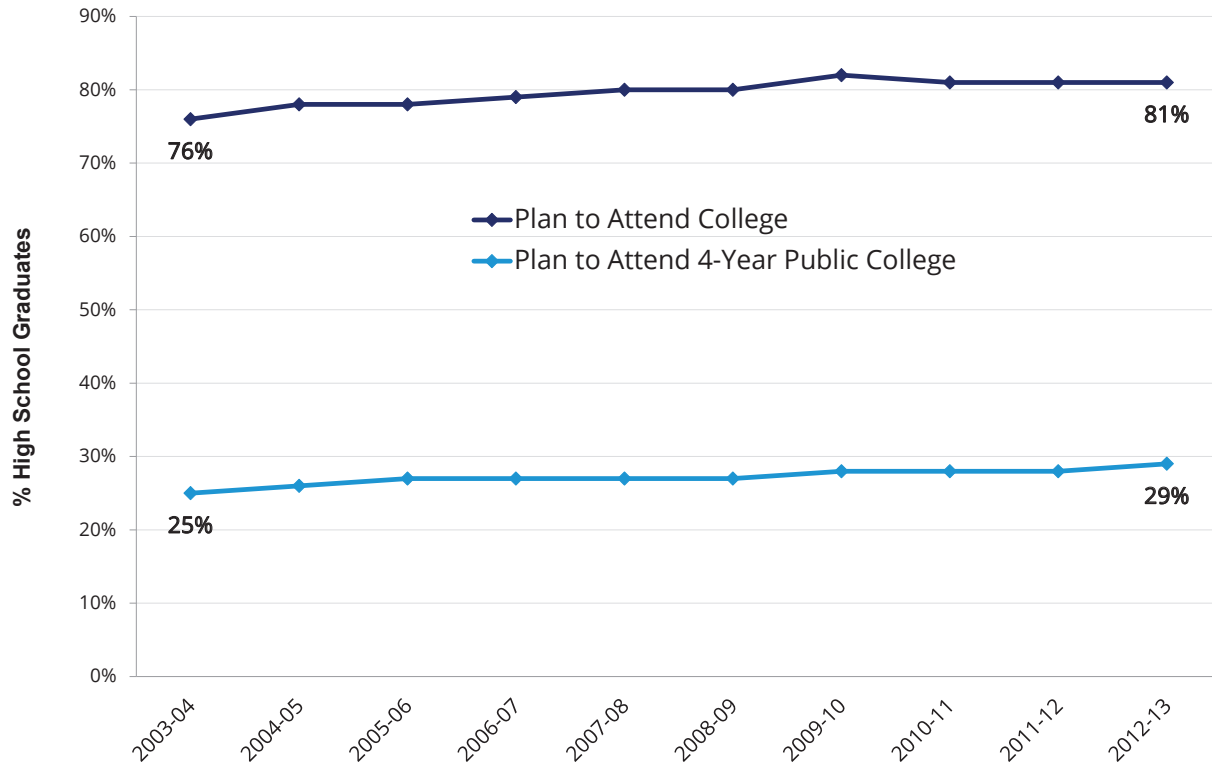
OTHER FACTORS AFFECTING MASSACHUSETTS COLLEGE ENROLLMENT

Based on the demographic trends and projections of Massachusetts 12th graders, high school graduates, and the college-age population, there would have been an expectation that college enrollment would drop after Fall 2007. But, as Figures 5 and 6 above demonstrate, Massachusetts higher education enrollment in all sectors continued to grow through Fall 2013. This section outlines the non-demographic factors that also affect college enrollment, but are not taken into account in the Census-based college enrollment projections.

PRE-COLLEGE CASCADE

High School Graduation Rate. Throughout Massachusetts, there have been significant efforts to keep students in school through high school completion. Some initiatives that have been employed include early identification of students at risk for dropping out, the provision of academic and social/emotional supports for students, and developing flexible pathways to graduation, which might include online coursework.³ From 2006 to 2013, the four-year high school graduation rate from Massachusetts public high schools rose from 80% to 85%. (See Figure 7.)

³Goonan, Peter. "Massachusetts high school graduation and drop-out rates improve." *Mass Live*, June 6, 2011. Accessed 2015.

Figure 7**Graduation Plans of Massachusetts Public High School Graduates, 2004-2013***Source: Massachusetts Department of Elementary and Secondary Education*

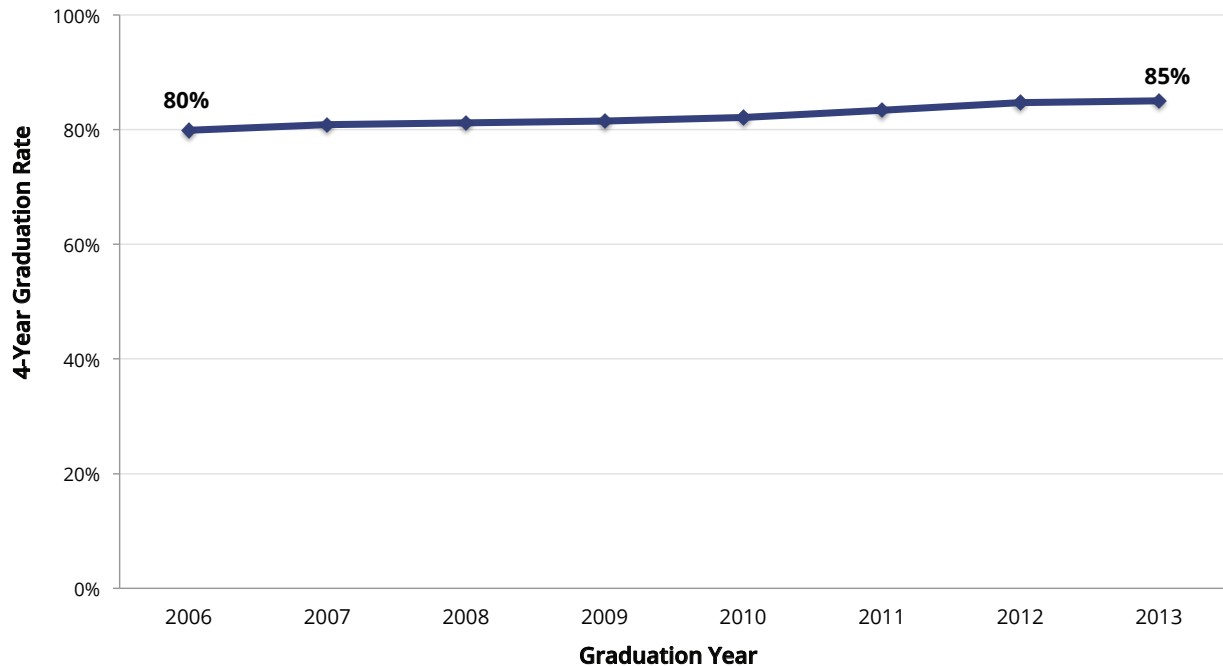
In 2012, the Department of Elementary and Secondary Education reported that graduation rates at individual high schools were mostly over 70%, and, for vocational and technical schools, were typically between 97% and 99%. Moreover, gains made by African-American and Hispanic students outpaced the gains of other student groups.⁴ A higher high school graduation rate puts more 12th graders in a position to consider college attendance.

Interest in College Attendance. The DOE regularly surveys public high school graduates about their plans for the future. Over the past decade, the percent who plan to attend college rose 5%, from 76% of the public high school Class of 2003-2004, to 81% of the Class of 2012-2013. Moreover, when asked what type of college they plan to attend, the percent of graduates who said that they intend to enroll at a four-year public college (not specifying in which state) rose 4%, from 25% in 2003-2004, to 29% in 2012-2013. (See Figure 8.)

⁴Goonan, Peter. "Massachusetts high school graduation and drop-out rates improve."

Figure 8**Four-Year Graduation Rate from Massachusetts Public High Schools, 2006-2013**

Source: Massachusetts Department of Elementary and Secondary Education, Fall 2014



The DOE also confirms the actual attendance of these high school graduates. In 2003-2004, 11.5% of public high school graduates attended the Massachusetts State Universities, and, in 2012-2013, 11.9% attended, a small increase. (Other students also attended the State Universities as first-time Freshmen, for example, graduates from Massachusetts private high schools, and students from out of state.)

Thus, despite the declining pool of 12th graders in Massachusetts beginning in 2007-2008, an increasing proportion are graduating from high school, expressing interest in attending college, indicating that they would choose four-year public colleges, and actually choosing to attend the State Universities as first-time Freshmen.

COLLEGE ENROLLMENT

Value of a College Education. Overall, economic growth in Massachusetts is expected to outpace that of the rest of the nation in 2014 and beyond, according to regional and national economic researchers.⁵ The state's expanding technology, biotechnology, and healthcare sectors are helping to drive this growth. Although housing prices in the state, and in the Boston area in particular, remain high, the economic outlook for Massachusetts is more positive than for many other states. After some difficult years since 2008, the upward trend is enough to spark a cautious optimism.

⁵Horowitz, Evan. "If Massachusetts was a country, it would be among world's richest." *Boston Globe*, June 10, 2015. Accessed 2015. <https://www.bostonglobe.com/business/2015/06/10/despite-lack-resources-massachusetts-economy-growing-strongly/t6TkxFdnnD65ugD3GoCgyL/story.html>. Also Fitzgerald, Jay. "Massachusetts economy outpacing US, but challenges still exist." *Boston Globe*, June 2, 2015. Accessed 2015. <https://www.bostonglobe.com/business/2015/06/01/massachusetts-economy-outpacing-nation-many-measures/wiL3nX6DWQWnawIDYAdloK/story.html>.

In Massachusetts, as in the rest of the country, steady growth in the number of available jobs requiring postsecondary education is projected to be sustained through the next five years. Nationally, according to researchers from the Georgetown Center on Education and the Workforce, in recent decades “The supply of college talent has increased at roughly 1 percent per year and the employer demand has risen by as much as 3 percent.⁶” The researchers suggest that occupations which in the past had not required a college degree will in fact require one in the future, as the trend is toward expanded skill sets in numerous occupations and changing standards from employers. In addition, for Massachusetts, in specific high-need fields, the demand for qualified workers is projected to outpace supply. For example, according to the Massachusetts Department of Higher Education, in STEM fields, an estimated 35,000 fewer bachelor’s degrees from State Universities and UMass will be produced than needed by 2020.⁷

For graduates of the nation’s colleges and universities, the value of their education can be measured in part by their future earnings. The Bureau of Labor Statistics states that in 2014, median weekly earnings for workers with bachelor’s degrees is \$1,101, significantly higher than the \$839 median for all workers.⁸

Full-Time Students. During the past decade, the percent of college students who are studying full-time has increased. Nationally, the National Center for Education Statistics reports that between 2002 and 2012, the percent of all college students who are enrolled full-time has risen from 59.9% to 61.7%.⁹ In the Massachusetts State University system, the percent of undergraduate students who are enrolled full-time has risen from 78% in Fall 2004, to 82% in Fall 2013. (See Chapter 1, Figure 4.)

There are many factors to explain students’ increased interest in studying full-time. Universities have substantially increased the availability of financial aid, removing one of the biggest barriers to full-time studies. As students’ desire to obtain work experience related to their academic program of study has also grown, programs like the Massachusetts State University Internship Incentive Program allow students to work for both experience and pay. Students are motivated to finish college quickly, and studying full-time while working part-time is cost effective. Schools have accommodated the full-time working student by introducing flexible academic scheduling; academic classes may be offered during the day, evening, weekend, or online. Our projections include the assumption that the percentage of students studying full-time will continue its slow increase.

Students and their parents are also increasingly interested in a full college experience that takes into account academic and social offerings. According to a Director of Admission at one of the Massachusetts State Universities, the state investment in student life spaces in addition to academic spaces has resonated strongly with prospective students and their parents. The demand for housing has increased, as evidenced by waitlists for housing, and occupancy exceeding capacity, (e.g., converting

The state investment in student life spaces in addition to academic spaces has resonated strongly with prospective students and their parents.

⁶Carnevale, Anthony, Nicole Smith, and Jeff Strohl. “Too many college grads? Or too few?” *PBS News Hour*, February 21, 2014. Accessed 2015. <http://www.pbs.org/newshour/making-sense/many-college-grads/>.

⁷Massachusetts Department of Higher Education. “Degrees of Urgency: Why Massachusetts Needs More College Graduates Now.” Boston: October 2014. Accessed 2015. <http://www.mass.edu/visionproject/degreesofurgency.asp>.

⁸Bureau of Labor Statistics. “Employment Projections: Earnings and unemployment rates by educational attainment.” United States Department of Labor. Accessed 2015. http://www.bls.gov/emp/ep_chart_001.htm.

⁹National Center for Education Statistics, *Digest of Education Statistics*, accessed 2015, <http://nces.ed.gov/fastfacts/display.asp?id=98>.

lounges to student rooms and assigning three students to rooms otherwise planned as doubles). The expanded list of majors, the campus physical structure, and the overall cost of tuition, room, and board have enhanced the State Universities' reputation for providing good cost for value, and establish them as excellent alternatives to private colleges. Kiplinger's Best College Values lists MCLA among the top 100 best college values on a list that mostly includes flagship state universities.¹⁰

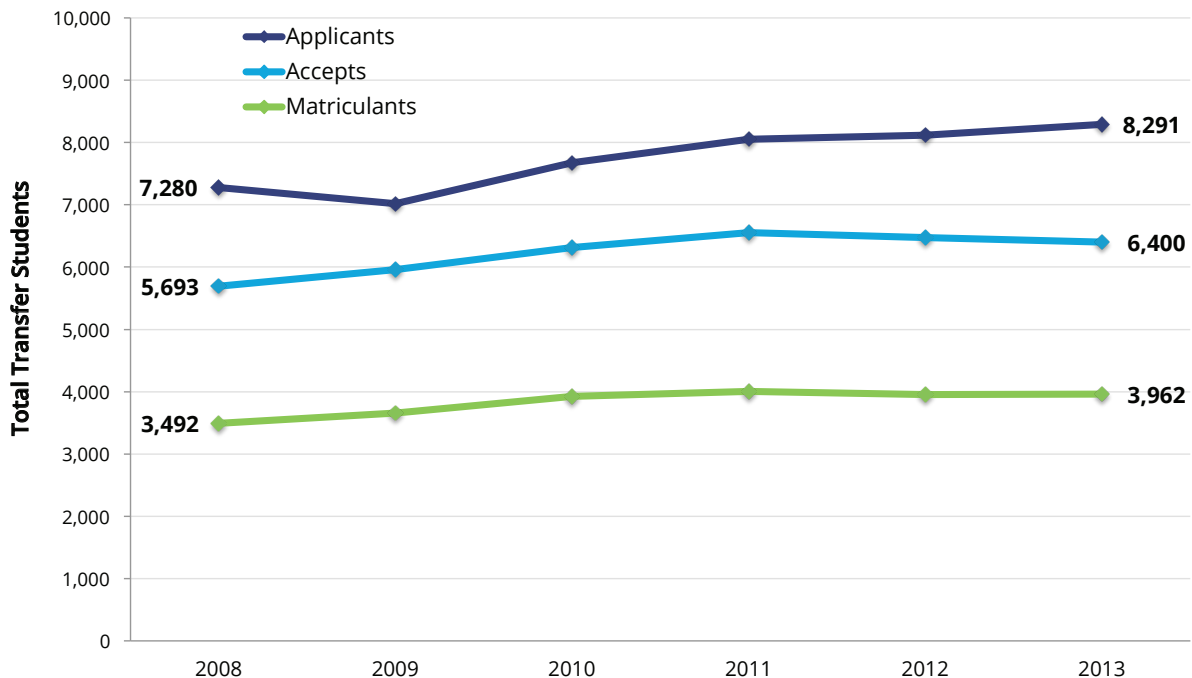
Transfer Students. The National Student Clearinghouse defines transfer and mobility as "any change in a student's institution of enrollment." Analysis of their national data indicates that a quarter of the students who entered at a community college in 2008 transferred to a four-year institution within six years, some pre-degree, and some post-degree.¹¹ At the Massachusetts State Universities, between Fall 2008 and Fall 2013, about 9% of all undergraduates were new transfer matriculants; this includes students who were previously at community colleges and four year institutions, as well as in-state and out-of-state. While the population of transfer students does not comprise a large portion of the overall State University undergraduate population, it has been a significant and stable portion.

Since Fall 2008, the number of transfer applicants to the Massachusetts State Universities grew 14%. The number of transfer matriculants grew 13%, from 3,492 students in Fall 2008, to 3,962 in Fall 2013. (See Figure 9.)

Figure 9

Transfer Students to Massachusetts State Universities, Fall 2008-2013

Source: Mass DHE Linear Trends, Spring 2014



¹⁰Kiplinger, "Kiplinger's Best College Values," December 2014, accessed 2015, <http://www.kiplinger.com/tool/college/T014-S001-kiplinger-s-best-values-in-public-colleges/>.

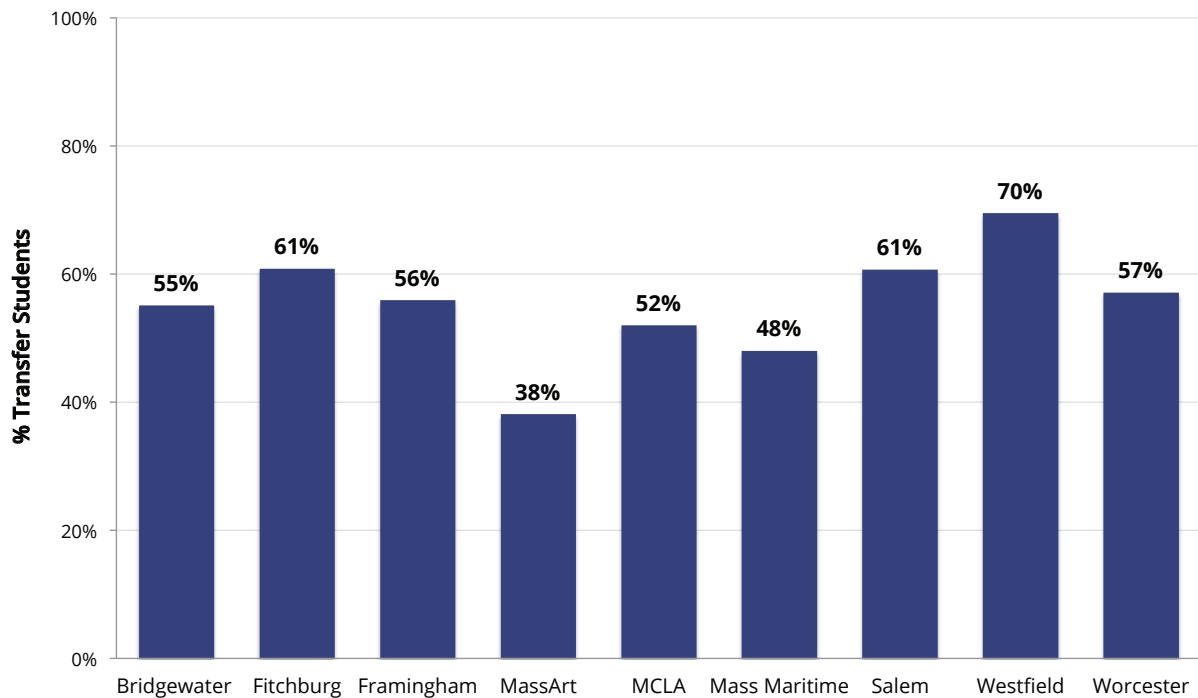
¹¹Doug Shapiro et al., *Transfer and Mobility: A National View of Student Movement in Postsecondary Institutions, Fall 2008 Cohort (Signature Report No. 9)*, Herndon, VA: National Student Clearinghouse Research Center, July 2015, accessed 2015, <https://nscresearchcenter.org/signaturereport9/>.

In Fall 2013, 58% of incoming transfer students to the State Universities came from the Massachusetts Community Colleges. This proportion varied by institution, from 38% of MassArt's transfer students, to 70% of Westfield State's transfer students. One challenge for the State University system is that the Donahue Foundation also projects a downturn in the number of students attending Massachusetts Community Colleges, and this will affect the supply of potential transfer students. (See Figure 10.)

Figure 10

Percentage of Incoming Transfer Students to Massachusetts State Universities Transferring from Massachusetts Community Colleges, Fall 2013

Source: Mass DHE Linear Trends, Spring 2014



Nationally, community college students are more racially and economically diverse than students attending four-year colleges, more likely to have a language other than English as their first language, and more likely to have been born outside of the U.S. Assuming that Massachusetts follows the national trend in the characteristics of its Community College population, the small, but significant number of transfer students from Community Colleges are an important source to the State University system of students from underrepresented groups.¹²

¹²Alexandra Logue, "Whither Thou Goest, I Will Go," *Inside Higher Ed*, November 20, 2014, www.insidehighered.com/views/2014/11/20/essay-importance-transfer-students-increasing-college-completion-rate.

It is difficult to know whether transfer students, particularly those from nearby communities, desire housing to the same degree as the State Universities' traditional first-year students because they are not always given the same priority for housing as traditional first-year students. Giving transfer students an equal chance to live in University housing may be a strategy the Universities will employ in the future.

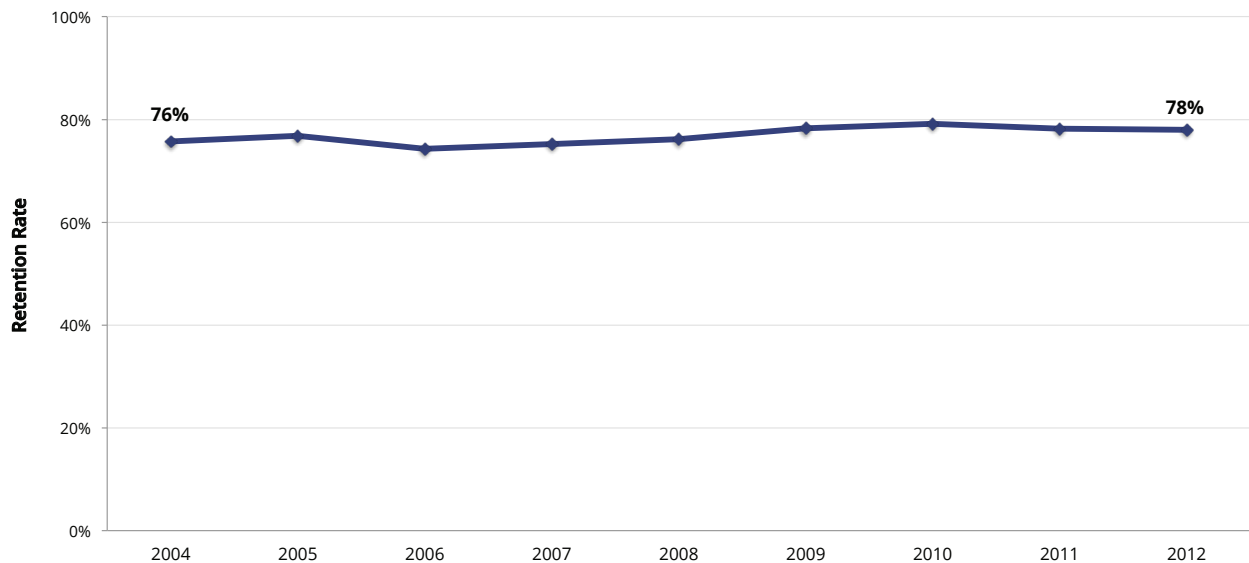
Retention. The Massachusetts State University System has established retention programs to encourage students to complete their course of study in a timely manner. Universities have employed initiatives such as special interventions in residence halls for at-risk students, targeted support for commuter students from the Commuters Council at Westfield State, the Berkshire Compact for Education at MCLA, and early alert software to identify at-risk students at Worcester State. Salem State University runs a Summer Bridge Academy that brings lower-performing students to live on-campus in the summer, supporting their transition to full-time students in the fall.

The proportion of State University Freshmen who went on to become Sophomores (the first-year retention rate) held mostly steady between Fall 2004 and Fall 2012, and in Fall 2012 the retention rate was 78%. The State University retention rate was consistently higher than the national rate: nationally, the retention rate was at 75% in 2012. The MSCBA's long-range housing capacity program provided an increased ability for institutions to house Sophomores, giving Universities the opportunity to fill a gap in institutional support for campus life in that class year, and thus improve retention for that group of students as well. Higher retention rates ultimately lead to higher total numbers of students enrolled. (See Figure 11.)

Figure 11

MSCBA System First-Year Retention Rate of First-Time, Full-Time Students, Fall 2004-2012*

Source: Mass DHE Linear Trends, Spring 2010 & Spring 2014



*Note: The data for each year reflect the percentage of students returning from the previous year.

Enrollment of Non-Traditional Students. The population of non-traditional age (25 and above) students, which includes veterans, international students, second baccalaureates, and other groups, may constitute growing populations with unmet demand for housing. These students' desire for a fuller campus experience could include residing in school housing, just as traditional aged students commonly have done. Universities will be considering how to best provide for the many differential needs and preferences of the non-traditional student. Additionally, schools have mentioned possible interest in providing housing for graduate students, Exec Ed students, and faculty (full-time and visiting). This is becoming increasingly relevant because, according to WICHE:

"...individuals of traditional college age who enroll as full-time students immediately after high school represent a shrinking share of all postsecondary enrollments. Increasingly, students are older, attend college part-time, work while enrolled, or live at home. They also may be displaced workers, single parents, or returning to complete degrees... The National Center for Education Statistics (NCES) projects that enrollments of students aged 25 and older are likely to grow by nearly 20 percent between 2009 and 2020, at which point they are expected to account for approximately 42 percent of all students.¹³"

DIVERSITY AND ENROLLMENT

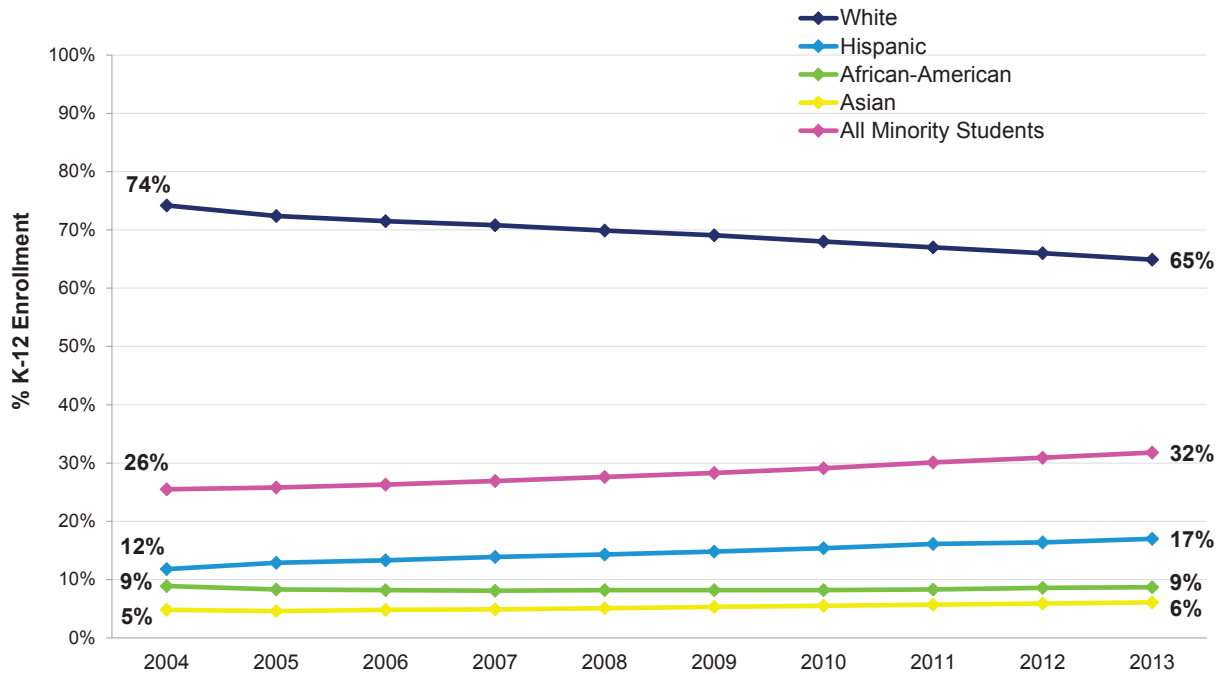
The racial/ethnic composition of the U.S. population is continually changing, and each racial/ethnic group has its own constellation of cultural, economic, educational, and occupational characteristics. From a planning point of view, it is important to take into account the differential college attendance rates of each group, and the different needs and preferences they may have once enrolled, for example, differential interest in living on-campus.

Massachusetts K-12 Trends. Over the past decade, the proportion of K-12 students that are White has dropped from 74% in Fall 2004 to 65% in Fall 2013. The Hispanic population saw the biggest growth over the decade, and, in Fall 2013, Hispanics comprise 17% of all K-12 students, and more than half of the Minority student population. (See Figure 12.)

¹³Western Interstate Commission for Higher Education. *Knocking at the Door: Projections of High School Graduates.*

Figure 12**Massachusetts Statewide K-12 Enrollment by Race/Ethnicity, Fall 2004-2013**

Source: Massachusetts Department of Elementary and Secondary Education, Fall 2014



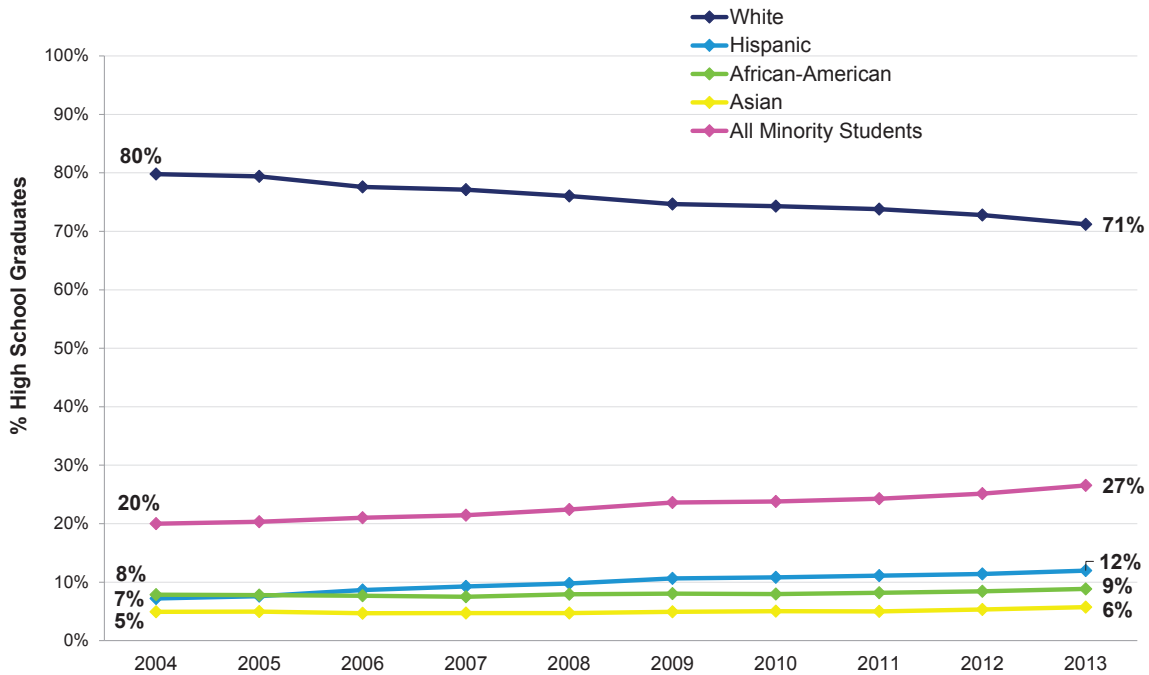
Note: 'All Minority Students' includes only African-American, Asian, and Hispanic students. For this Figure, it does not include American Indian or Alaskan Native students and students of two or more races.

Looking more closely at the public high school graduates, the top feeder population to the State Universities, Figure 13 shows the racial/ethnic composition trend. Hispanics went from 8% of the population of high school graduates in Fall 2004, to 12% in Fall 2013.

Overall, the minority population in Fall 2013 was 27% of all public high schools graduates. Going forward, based on the trends from the K-12 data, the minority portion of public high school graduates would be expected to rise. (See Figure 13.)

Figure 13**Massachusetts Public High School Graduates by Race/Ethnicity, Fall 2004-2013**

Source: Massachusetts Department of Elementary and Secondary Education, Fall 2014



Note: 'All Minority Students' includes only African-American, Asian, and Hispanic students. For this Figure, it does not include American Indian or Alaskan Native students and students of two or more races.

Diversity College Enrollment. Nationally, in 2010-2012, 67% of White high school graduates enrolled in a two-year or four-year college, 62% of African-American students, 69% of Hispanic students, and 84% of Asian students. But the type of college chosen by each group differed substantially. In 2012, of the national high school graduates who enrolled in college, Hispanic students were significantly less likely to enroll in a four-year college compared to other groups of students; 68% of White students enrolled in a four-year college, 62% of African-American students, 51% of Hispanic students, and 66% of Asian students.¹⁴

By contrast to the national data which shows Hispanic students enrolling in college at the same rate as White students, in Massachusetts, in 2012-2013, according to the DOE, 78% of White public high school graduates enrolled in college, but only 66% of Hispanic graduates. However, similar to the national data, a larger portion of Hispanic students attended two-year colleges than White students. Looking specifically at the state's own public colleges, 42% of Hispanic public high school graduates attended a Massachusetts Community College, vs. 23% of White graduates, and 6% of Hispanic public high school graduates attended a Massachusetts State University, compared to 13% of White graduates.

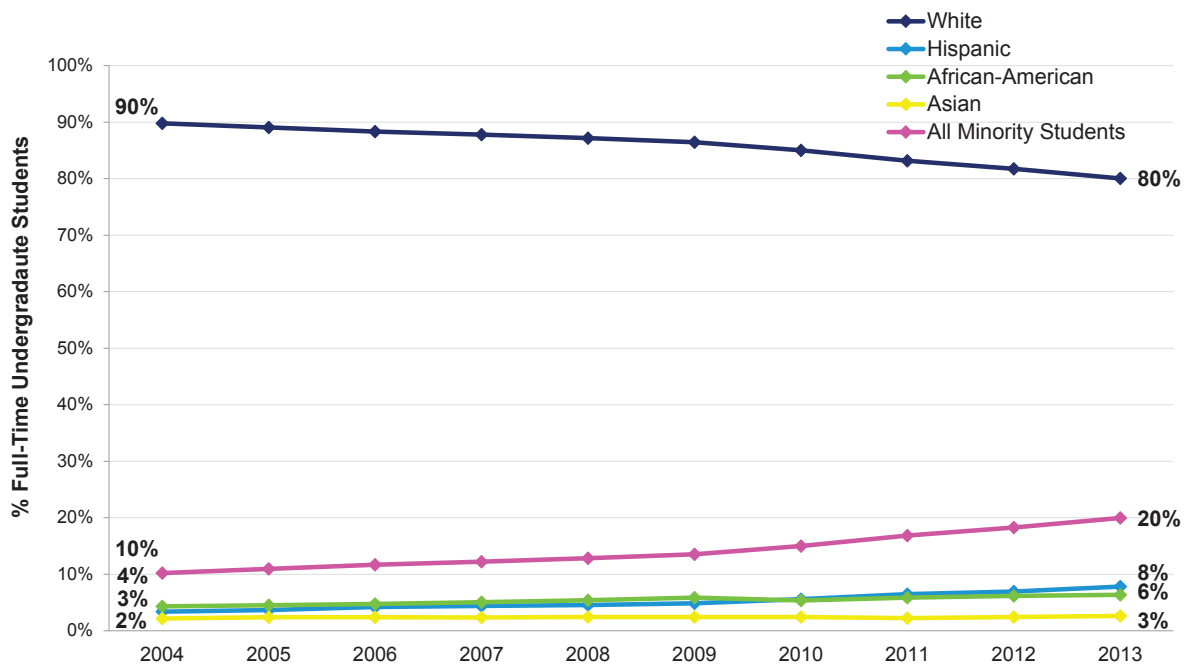
¹⁴National Center for Education Statistics, *Digest of Education Statistics*.

Massachusetts State Universities as well as Community Colleges are actively pursuing relationships with high schools and outreach to underrepresented populations. To accomplish its goal of increasing racial and ethnic minority student enrollment, for example, MassArt has focused some of its recruitment efforts on schools and areas with high Hispanic populations, such as Boston public schools, other Massachusetts urban high schools, community colleges, and areas of Florida and California. Other State Universities recruit out-of-state, and employ additional initiatives to reach underrepresented populations. These strategies have been effective, as the percent of undergraduates at the State Universities who are minority has risen over the past decade from 10% to 20%. (See Figure 14.)

Figure 14

MSCBA System Full-Time Undergraduate Enrollment by Race/Ethnicity, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



First-generation students. Throughout the nation, colleges and universities are making a push to recruit first-generation students.¹⁵ Nationally, about 30% of matriculating college Freshmen in 2010 were first-generation students, and historically the percentage has been higher for state universities.¹⁶ In Massachusetts, at Bridgewater State, for example, about 47% of full-time, first-time Freshmen in 2013 were first-generation.¹⁷ The cost of housing is a significant factor in the decisions of first-generation students. Many first-generation students, who may be from low-income families, choose to live at home to defray costs of housing during their college years.

¹⁵The Best Colleges, "The Best Colleges for First-Generation College Students," April 10, 2013, accessed 2015, <http://www.thebestcolleges.org/the-best-colleges-for-first-generation-college-students/>.

¹⁶Krista Ramsey and Cliff Peale, "First-generation college students stay the course," USA Today, March 29, 2010, accessed 2015, http://usatoday30.usatoday.com/news/education/2010-03-30-FirstGenDorm30_ST_N.htm.

¹⁷Bridgewater State University, Factbook, 2014, accessed 2015, http://www.bridgew.edu/sites/default/files/relatedfiles/Factbook_2014.pdf.

Among first-generation students at four-year colleges across the nation, a fast-growing segment is the Hispanic population, which has the highest proportion of first-generation students of any racial/ethnic group.¹⁸

Hispanic Students: Opportunities and Challenges. The Hispanic population has been rising, and is expected to continue to rise throughout the coming decades, in Massachusetts and in the nation as a whole; and compared to other populations, a higher proportion of Hispanic college students are first-generation. Hispanic students are more likely than other groups, including other first-generation college students, to indicate a preference for living at home during college.¹⁹ In 2007, only 7% of Hispanic undergraduates lived on campus, compared to 14% of all undergraduates.²⁰ A 2002 report by University of Wisconsin researchers identifies “familism” in Hispanic culture as the driving force behind this preference. According to the report, “numerous studies have concluded that familism is especially pronounced in Hispanic culture. ...Familism can be defined as a social pattern whereby individual interests, decisions, and actions are conditioned by a network of relatives thought in many ways to take priority over the individual.²¹” Since living at home during college can keep students embedded in family networks and reduce costs, Hispanic students with a tendency to prioritize family might acquiesce to family pressure to live at home for the good of the family. It remains to be seen if this preference will change in future generations, and how it will influence demand for university housing.

LOOKING FORWARD

Projections of the feeder populations to the Massachusetts State Universities, (K-12 population, 12th grade enrollments, high school graduates) indicate what should have been a decline in the State University enrollments after 2007-2008. But this did not happen; enrollments at the State Universities, as well as at the Community Colleges and the UMass System, continued to grow through Fall 2013. In fact, new projections that begin with the peak State University population in Fall 2013, show a declining population, bringing the student enrollment numbers back to the Fall 2005 level in 2025.

In this chapter, we have reviewed many of the non-demographic factors that could affect college enrollments, and ultimately, the number of students’ interested in housing and other student activity spaces on the State University campuses. However, by simply looking at one factor, the proportion of undergraduate students projected to be studying full-time, a new element of the future projection has been altered. In our adaptation of the Donahue Institute projections, we show less of a decline, bringing the full-time undergraduate student enrollment numbers back to the Fall 2007 level in 2025. There are many other factors in play that could also affect the student enrollment numbers, either positively or negatively, of which each State University is actively aware.

The next chapter outlines how the MSCBA will respond to demographic changes by completing its long-range housing capacity program, which is calibrated to the student population in Fall 2005, as well as continuing to focus on renovation and renewal and other student activity projects.

¹⁸Victor Saenz et al., “First in My Family: A Profile of First-Generation College Students at Four-Year Institutions Since 1971,” Los Angeles: Higher Education Research Institute, 2007, accessed 2015, <http://www.heri.ucla.edu/PDFs/pubs/TFS/Special/Monographs/FirstInMyFamily.pdf>.

¹⁹Matthew Desmond and Ruth Turley, “The Role of Familism in Explaining the Hispanic-White College Application Gap,” *Social Problems* 56, no. 2 (2009): 311-34, accessed 2015, http://scholar.harvard.edu/files/mdesmond/files/sp5602_05.pdf.

²⁰Elizabeth Redden, “Where the Hispanic Students Are (And Aren’t),” *Inside Higher Ed*, August 17, 2007, accessed 2015, <https://www.insidehighered.com/news/2007/08/17/hispanics>.

²¹Elizabeth Redden, “Where the Hispanic Students Are (And Aren’t),”

CHAPTER 3: MSCBA STRATEGIC PLAN UPDATE

INTRODUCTION

In Chapter 1, we reviewed the current status of the MSCBA's housing, and, in Chapter 2, the demographic and other forces that will affect college enrollment and housing over the next fifteen years. In this chapter, we discuss progress toward the MSCBA's goal set in 2005 to house 50% of the system-wide full-time undergraduate students, and review MSCBA, campus, and other strategies for the future.

LONG-RANGE HOUSING CAPACITY PROGRAM

MSCBA SYSTEM-WIDE TARGET

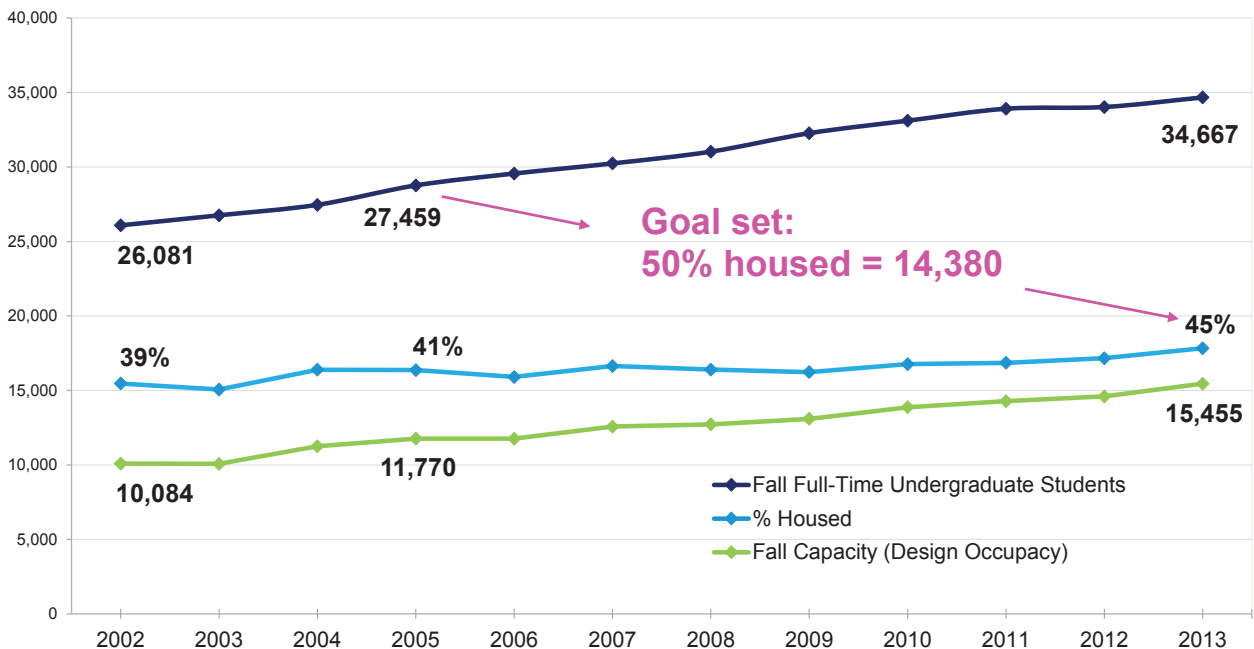
Figure 1 shows the basis for the MSCBA 50% housed target. Between 2002 and 2005, the full-time undergraduate student population of the State Universities grew 10%, and significantly more growth was anticipated going forward. At that time, in 2005, there was capacity (design occupancy) to house 41% of the full-time undergraduates. A goal was set to increase the percent housed to 50% of the 28,761 full-time undergraduate population in Fall 2005, or 14,380 students (beds).

From Fall 2005 to Fall 2013, two parallel phenomena occurred: the MSCBA built and renovated housing to provide for an additional 3,685 beds, or a total of 15,455 beds, and the full-time undergraduate population continued to grow another 21%, to 34,667 students. Consequently, despite the extra beds, in Fall 2013, only 45% of the full-time undergraduate population could be housed. However, as Figure 1 indicates, in Fall 2013, with 15,455 beds, the MSCBA has exceeded the original system-wide goal to house 50% of the Fall 2005 student body. (See Figure 1.)

Figure 1

MSCBA System-Wide Target

Source: MSCBA



PROGRAM DETAILS

Table 1 provides details of the MSCBA long-range housing capacity program in Fall 2013, including a listing of the current projects that are at the design and construction stages.

Table 1

Table 1
Long-Range Housing Capacity Program

Source: MSCBA

	A	B	C	D	E	F	G	H	I
	Fall 2013 Design Capacity	2013 Full-Time Undergraduate	Fall 2013 % Housed (2013 Full-Time Undergraduate)	Campus Goal	Current/Projected Beds	Status of MSCBA Work	Proposed Occupancy	Resulting % Housed (2013 Full-Time Undergraduate)	Resulting % Housed (2005 Full-Time Undergraduate)
Bridgewater	3,281	8,034	41%	50%	0			41%	51%
Fitchburg	1,565	3,438	46%	50%	18	construct	2014	46%	54%
Framingham	1,893	3,884	49%	50%	75	design	2016	51%	^ 65%
Mass Art	658	1,677	39%	40%	0			39%	48%
MCLA	1,039	1,353	77%	70%	0			77%	86%
Mass Maritime	1,109	1,333	83%	100%	351	construct	2014	110%	^^ 158%
Salem	1,919	5,834	33%	50%	353	construct	2015	39%	42%
Westfield	2,814	4,999	56%	67%	0			56%	68%
Worcester	1,177	4,115	29%	50%	400	construct	2014	38%	49%
SYSTEM	15,455	34,667	45%		1,197			48%	58%
System*	12,649	30,304	42%		846			45%	53%

*excludes MassArt, MCLA, Mass Maritime

^ Designing new 316 bed residence hall (incorporates 241 bed capacity of O'Connor)

^^ Expected Full-Time Undergraduate population of 1,400 in 2015

Following is a description of each column in Figure 1:

Column A: Fall 2013 Design Capacity

The number of beds available at each campus in Fall 2013.

Column B: 2013 Full-Time Undergraduate

The number of full-time undergraduates enrolled on each campus in Fall 2013.

Column C: Fall 2013 Full-Time Undergraduate Percentage Housed

The percentage of full-time undergraduates housed on campus in Fall 2013.

Column D: Campus Goal

Each institution's goal for the percentage of full-time undergraduates they wish to have living on-campus.

Column E: Current / Projected Beds

Capacity additions currently underway at each school. (Figure P: MSCBA Projects, in Section 2, will provide additional details and context for these projects.)

- Fitchburg State: 18 beds under construction
- Framingham State: 75 replacement beds in design for the repurposing of O'Connor Hall
- Mass Maritime: 351 new beds in construction
- Salem State: 353 new beds in construction
- Worcester State: 400 new beds in construction

Column F: Status of MSCBA Work

The current status of work being done by MSCBA.

Column G: Proposed Occupancy

The completion date currently planned by MSCBA.

Column H: Resulting Percentage Housed (2013 Full-Time Undergraduate)

The percentage of housing goal achievable by new capacities using the planning target number of students based on Fall 2013 full-time undergraduate enrollment. Comparison to Column D indicates how close current capacities are to achieving this goal.

Column I: Resulting Percent Housed (2005 Full-Time Undergraduate)

The percentage of housing goal achievable by new capacities using the planning target number of students based on Fall 2005 full-time undergraduate enrollment.

Bottom Rows: System

The system-wide numbers and percentages.

System* (Excluding MassArt, MCLA, Mass Maritime)

MassArt and Mass Maritime offer specialty programs, with special housing circumstances. Mass Maritime has a program requirement for 100% of cadets to live on-campus that necessarily links enrollment to housing capacity. MassArt is now renting a significant number of beds to another institution for the short-term. MCLA's academic program calls for a higher level of on-campus residency than other institutions as part of its scholastic model. Westfield State is also moving in this direction from a housing perspective.

PROGRESS TOWARD HOUSING GOAL

Table 2 looks at the change in the percent housed from Fall 2011 (the previous Strategic Plan Update), to what is proposed for the near future when all projects in design or construction are complete. From Fall 2011 to Fall 2013, the proportion housed will have increased from 42% to 48%. Moreover, seven of the nine schools will have increased their proportion housed. (See Table 2.)

Table 2**Change in Percent Full-Time Undergraduates Housed, Fall 2011 to Fall 2013**

Source: MSCBA

	Fall 2011 % Housed (2011 Full-Time Undergraduate)	Proposed % Housed (2013 Full-Time Undergraduate)	Change
Bridgewater	35%	41%	+
Fitchburg	46%	46%	=
Framingham	52%	51%	-
Mass Art	26%	39%	+
MCLA	71%	77%	+
Mass Maritime	86%	110%	+
Salem	32%	39%	+
Westfield	52%	56%	+
Worcester	30%	38%	+
SYSTEM	42%	48%	+
System*	40%	45%	+

*excludes MassArt, MCLA, Mass Maritime

^ Designing new 316 bed residence hall (incorporates 241 bed capacity of O'Connor)

^^ Expected Full-Time Undergraduate population of 1,400 in 2015

Figure 2 displays past and projected trends in both system-wide full-time undergraduate enrollment and housing capacity in order to measure progress towards the housing goal. Each campus has developed individual goals that vary from the system-wide goal. There are two student bases utilized in this figure to measure progress: the left column at each time point is based on the Fall 2005 full-time undergraduate population, while the right column is based on the full-time undergraduate population (actual and projected) for each time point.

Beginning on the left of the figure, in 2005, there was housing capacity for 41% of full-time undergraduates. In Fall 2013, the MSCBA exceeded their 50% goal by achieving enough housing for 54% of the Fall 2005 full-time undergraduate population. However, as this population had grown between Fall 2005 and Fall 2013, the number of beds related to the Fall 2013 population (45%) is lower than the 50% goal.

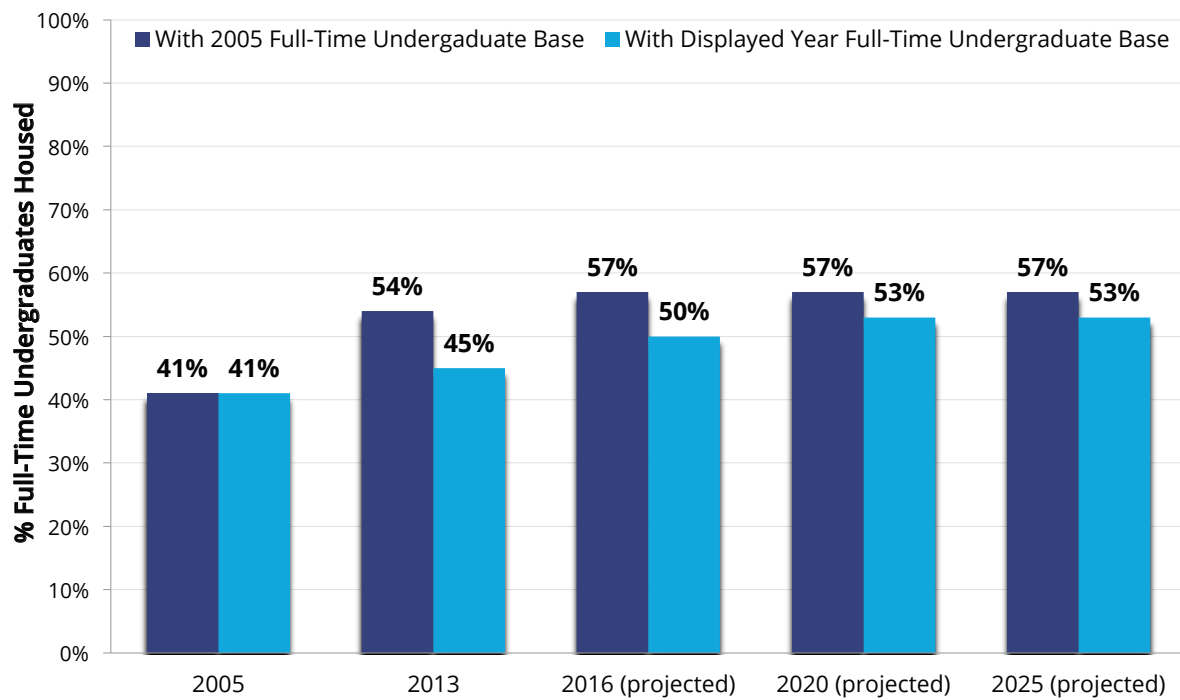
The next three columns refer to the projected data.¹ When all MSCBA bed projects in design or construction are completed in 2016, the Fall 2005 goal will be exceeded (57%), although, based on the projected full-time undergraduate population in 2013, 50% could be housed. In 2020 and 2025, with no new bed projects in the planning and a declining full-time undergraduate population, the proportion of Fall 2005 students who could be housed remains at 57%, but the proportion of current students who could be housed will rise modestly to 53%.

Thus, the system-wide goal of housing 50% of both the Fall 2005 population and the current population will be achieved in 2016. Then, between Fall 2016 and Fall 2025, with the decline of the full-time undergraduate population, the proportion of current students housed will remain modestly above 50%.

Figure 2

Percent of Full-Time Undergraduates Housed, Actual (2005,2013) and Projected (2016, 2020, 2025)

Source: MSCBA; UMass Donahue Institute; Demographic Perspectives



¹System-wide undergraduate enrollment projections, University of Massachusetts Donahue Institute; full-time undergraduate projections, Demographic Perspectives.

FUTURE DIRECTION

The MSCBA has developed a plan that meets the housing and auxiliary demands of the nine campuses. This plan is based on a financial model as measured with an individual campus strategy that allows for variations in either the decline or expansion of housing requirements.

The 2014 Plan includes the following actions for the MSCBA:

- Continuing progress on planned capacity addition projects
- Studying increased capacity efforts at Universities that have not yet met their housing goal
- Developing a complementary program of student activity projects that support developmental efforts of each University
- Continuing to renovate and adapt existing housing and student activity facilities
- Seeking new opportunities to support campus housing through reinvestment, sustainability, and broadening of inventory, and supporting recruitment, enrollment, and student life through dining, parking, and student activity projects

To ensure full occupancy, campuses could consider the following:

- Reducing the density of existing stock, such as de-tripling and adding singles
- Accommodating graduate, family, veteran, faculty or staff housing needs
- Temporarily reusing, repurposing or demolishing less desirable dorms
- Using housing for short-term or long-term rentals
- Developing new program uses
- Opening discussions about joint housing needs with geographically proximate higher education institutions, including community colleges

To respond in the short-term to institutions that have not yet met their capacity goal for housing, consideration could be given to:

- Short-term rentals and/or leases in peak areas rather than building new
- Short-term institutional sponsored off-campus housing alternatives

HOUSING STRATEGIES

Overall, providing quality residence halls at reasonable prices and in the desired configurations is the top strategy being employed by the MSCBA and the campuses to keep housing filled. Campuses are also conducting a variety of additional and creative strategies to keep enrollments stable and to keep housing occupancy high. Campuses are recruiting and retaining many different types of students: diverse students, transfers from community colleges, international students, and veterans and their dependents. Campuses are also increasingly supporting the sense of campus community that living in a residence hall can provide by through programs such as living-learning themes, and faculty-in-residence.

STUDENT ACTIVITY PROJECTS

As colleges and universities move to meet changing academic and student demands, the community spaces that enrich the on-campus student experience will grow in importance. The MSCBA has provided parking, dining and other facilities to support the student experience in the past and is continuing to do so.

In conversation with campus stakeholders, each school identified a wish list of projects that may require the MSCBA's involvement. Some of these projects are already under discussion, some currently have a high priority in response to a big need, and others are targeted for the future to either respond to anticipated campus changes in student or academic life, or to be a catalyst for those changes. Here are examples of projects mentioned by each institution. (Itemized lists of current projects are included for each campus in Section 2 of this report.)

POTENTIAL CAMPUS INITIATIVES

BRIDGEWATER STATE UNIVERSITY

New Fieldhouse, Practice Field, and Pool
Annex to Campus Center for Student Spaces

FITCHBURG STATE UNIVERSITY

Faculty-in-Residence Programs
Renovation of Academic Facilities (underway)

FRAMINGHAM STATE UNIVERSITY

Faculty-in-Residence Programs
Additional Parking Options

MASSACHUSETTS COLLEGE OF ART & DESIGN

Additional Parking Options
Additional Year-Round On-Campus Storage Facilities

MASSACHUSETTS COLLEGE OF LIBERAL ARTS

Additional Parking Options
Upgrade Theater
Additional Student Recreational Space
Larger Dining Facility

MASSACHUSETTS MARITIME ACADEMY

Refurbish or Replace Training Ship (which houses current students)
Increase Energy-Efficiency Measures

SALEM STATE UNIVERSITY

Additional Parking Options
Expand Campus Center and Gathering Spaces
Renovate Theater
New Security Systems
Renovate Athletic Center

WESTFIELD STATE UNIVERSITY

Additional Parking Options
 Expand Dining Commons
 Upgrade Art Gallery

WORCESTER STATE UNIVERSITY

Additional Parking Options
 Repurpose Dining Space
 Preventative Building Maintenance

ISSUES TO MONITOR

Long-Term Enrollment Trends. The growth period for full-time student enrollments at the Massachusetts State Universities will likely end in Fall 2013, and this population will then decline through Fall 2025 when enrollments will approximately be at the level they were in Fall 2007. Chapter 2 reviewed both demographic and non-demographic trends that will affect college enrollment in general, and, more specifically, enrollment of full-time students, those who are most likely to utilize the MSCBA buildings. However, beyond simple numbers, the needs of the next generation of students, and the options available to them, will be different from those of today's students.

Technological Change. Another development that may affect enrollment is the increasing role technology will play in education (as well as other areas of life) for the college student of the future. Campuses will adapt to the centrality of technology in all forms of communication, as well as the solidification of online learning options, by creating new kinds of spaces that integrate with face-to-face learning. New campus spaces will emerge, such as flipped and blended classrooms (where students absorb material independently through videos and online coursework, then convene in a classroom for group discussions and projects), team-based project rooms, active learning classrooms (where technology abounds and furniture can be easily moved for flexible arranging), meetup and study spaces for online learners, and entrepreneurial spaces to facilitate connections between students and private enterprises.² These new spaces may be part of existing campus centers, spaces within residential halls, or in specifically devoted buildings. Residence halls and other informal student spaces will also need to continually adapt to accommodate new technology, for example by providing Wi-Fi or other Internet services. Regarding these changes, an article from 2014 suggests that

Certain trends on the ground now... demonstrate that even as there is this rapid shift to the online environment, there is also an emergence of new types of spaces in response to new reasons for people coming together. These spaces represent an online education model that blends the digital and physical worlds. ...Online education is changing the campus, but it will not destroy the campus. The campus still matters.³

For today's preteens, the future class of 2025, technology plays a central role in all realms of life, and classrooms, study spaces, and social spaces will need to adapt to their technologically savvy habits.

²Christina Long, "Is There a 'There' There?" Perkins + Will Research Journal 6 (2014), accessed 2015, https://perkinswill.com/sites/default/files/PWRJ_Vol0601_04_Is%20There%20a%20There%20There.pdf.

³Christina Long, "Is There a 'There' There?"

It has been suggested that in order for the traditional college experience to remain relevant, campuses will need to ensure that they provide irreplaceable hands-on experiences, and irreplaceable in-person support and collaboration from students, faculty, and staff. Major benefits of student presence on campus have always been, and will likely continue to be, “academic and social integration, which are known predictors of student success for those who take traditional classes.⁵” The interpersonal experiences (networking, social support) and hands-on skills (such as public speaking and presenting) that are fostered by physical campuses will continue to be an important reason for students to forgo purely online educations.

⁵Arleen Bejerano, “Face-to-Face or Online Instruction? Face-to-Face is Better,” *Communication Currents* 3, no. 3 (June 2008), accessed 2015, <https://www.natcom.org/CommCurrentsArticle.aspx?id=884>.

SECTION 2: CAMPUS PROFILES

INTRODUCTION

This Section summarizes the strategic direction of each of the nine Massachusetts State Universities, as informed by their academic agendas, enrollment patterns, and physical plants. The Section provides a description of recent, current, and anticipated MSCBA projects for each school. Each campus profile includes the following sections:

Fast Facts: A composite of facts including enrollment, student demographics, academic measures, housing, and rents.

I. Campus Background: A description of the academic history and physical development of the campus.

II. Student Body: Data on enrollment, student demographics, student geographic distribution, undergraduate admissions, and recruitment and retention.

III. Housing: A statement of the school's strategic positioning, followed by data on housing demand, the current housing portfolio, and Fall 2014 rental context.

IV. Planned Projects, and Potential Future Projects: A look at planned projects, including MSCBA projects, current initiatives, potential housing initiatives, and potential campus initiatives.

V. Summary: Highlights of priorities, key projects for the future, opportunities and challenges.



BRIDGEWATER STATE UNIVERSITY:

2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	11,267
Undergraduate Student Enrollment	9,615
Full-Time Enrollment	8,034
Part-Time Enrollment	1,581
Graduate Student Enrollment	1,652

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	30%
From Massachusetts	95%
From Out-of-State	3%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	97%
Male	42%
Female	58%
Minority <i>Students with Known Race/Ethnicity</i>	18%
Asian	2%
Black	8%
Hispanic	5%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	41%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	81%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	54%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	40%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent, Fall 2013	97%
Design Capacity, Fall 2013	3,281
Actual Occupancy, Fall 2013	3,191

RENTS

Average On-Campus Rent, Fall 2014	\$7,075
Average Off-Campus Rent, Fall 2014	\$9,722
Average Public Benchmark Schools Rent, Fall 2014	\$7,946
Average Regional Private Schools Rent, Fall 2014	\$8,325
Average MSCBA System Rent, Fall 2014	\$6,856

Map 1A

Campus Map - Bridgewater State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Founded as a teacher training institution in 1840, Bridgewater State University today offers 47 graduate degree and post-baccalaureate programs, seven graduate certificate programs, and 32 undergraduate academic programs with 90 concentrations. Bridgewater State has over 11,000 undergraduate and graduate students and is the largest State University in Massachusetts, the state's fourth-largest public institution, and 10th-largest public or private college or university. The University ranks fourth among Massachusetts public institutions in awarding the greatest number of degrees, with 2,474 degrees issued in 2013.

CAMPUS PHYSICAL DEVELOPMENT

Bridgewater State is located at the heart of the suburban town of Bridgewater, MA, between Cape Cod and Boston. It occupies over 272 acres of land spread across two campuses split by a commuter rail. West Campus is densely developed and contains the bulk of buildings built prior to 1920; East Campus is more dispersed and is characterized by mid-century structures. East Campus contains a number of building sites that will adequately accommodate growth for the next few decades.

Bridgewater State grew considerably between 1960 and 1979, and again in the past two decades: since 1993 the campus footprint has expanded from 197 to 272 acres, and its building count from 28 to 39. By 2010, every dining facility and residence hall on campus had undergone major renovation, and Maxwell Library had been updated with a full, multi-year revitalization. The campus recently finished construction on a new Math and Science Center; at \$99M, it is the largest capital project ever undertaken by a State University in Massachusetts. The MSCBA has also completed and opened a new \$61M residence hall, Weygand Hall, in Fall 2013.



II. STUDENT BODY

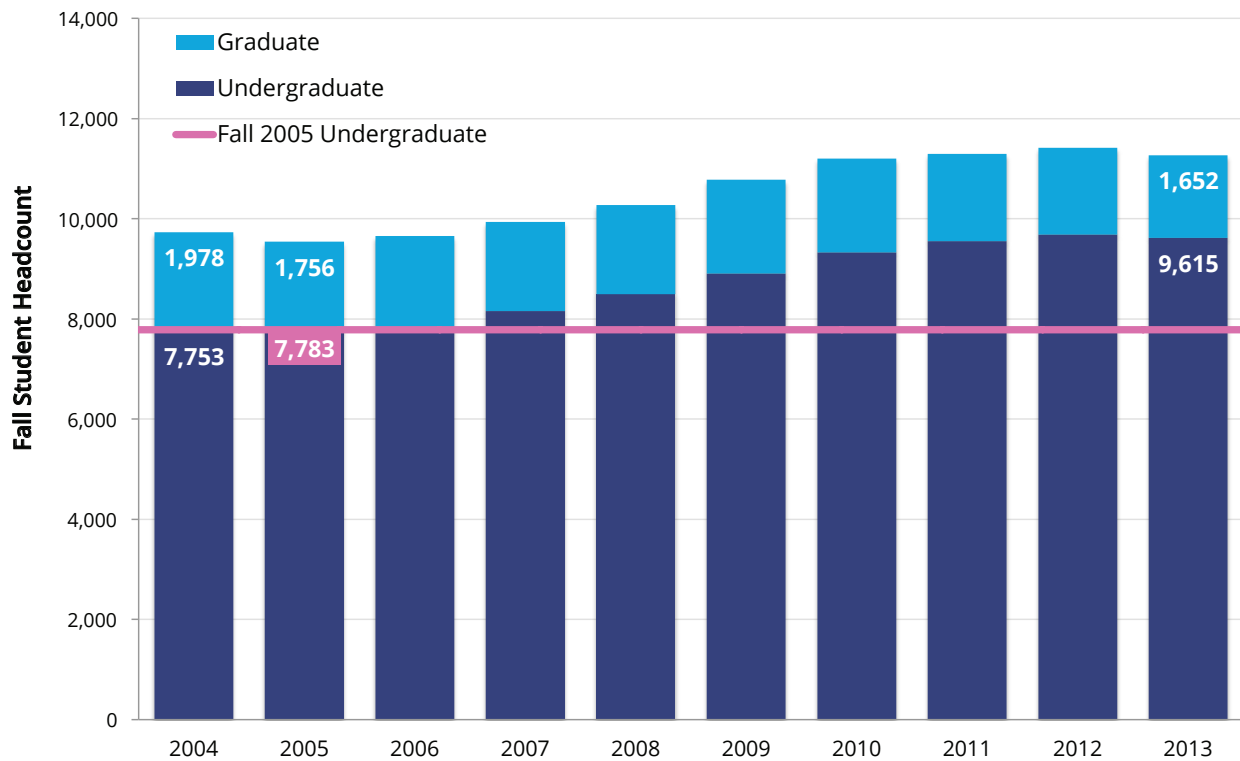
ENROLLMENT

Overall Enrollment. Bridgewater State's overall enrollment of 11,267 students is 16% greater than it was 10 years ago in Fall 2004. During the last decade, the undergraduate population increased significantly (24%), by about 1,900 students. The graduate student population declined 16%, about 300 students. (See Figure 1A.)

Figure 1A

Student Enrollment, Bridgewater State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014

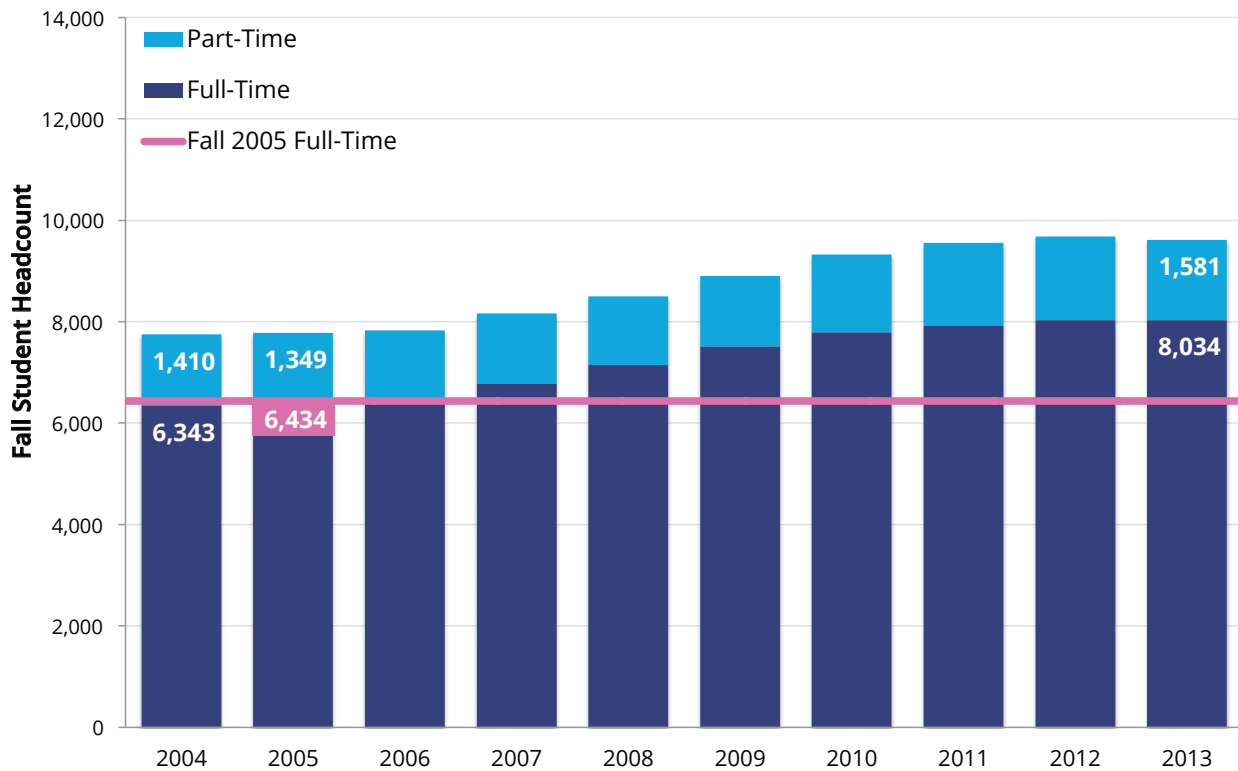


Undergraduate Enrollment. In Fall 2013, Bridgewater State enrolled 9,615 undergraduate students. The number of full-time undergraduates grew 27% over the past decade (1,691 students), while the part-time population grew 12% (171 students). Throughout this period of growth, full-time students have remained at about 84% of the undergraduate student body. (See Figure 1B.)

Figure 1B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Bridgewater State, Fall 2004-2013

Source: Bridgewater State University, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. Bridgewater State has been successful in recent years in initiatives to increase diversity among its undergraduates. Over the past decade, the percent of undergraduate students of color has doubled, from 9% in Fall 2004 to 18% in Fall 2013. 51% of all Bridgewater State students represent the first generation of their families to attend college, and over 60% of Bridgewater State students receive financial aid.

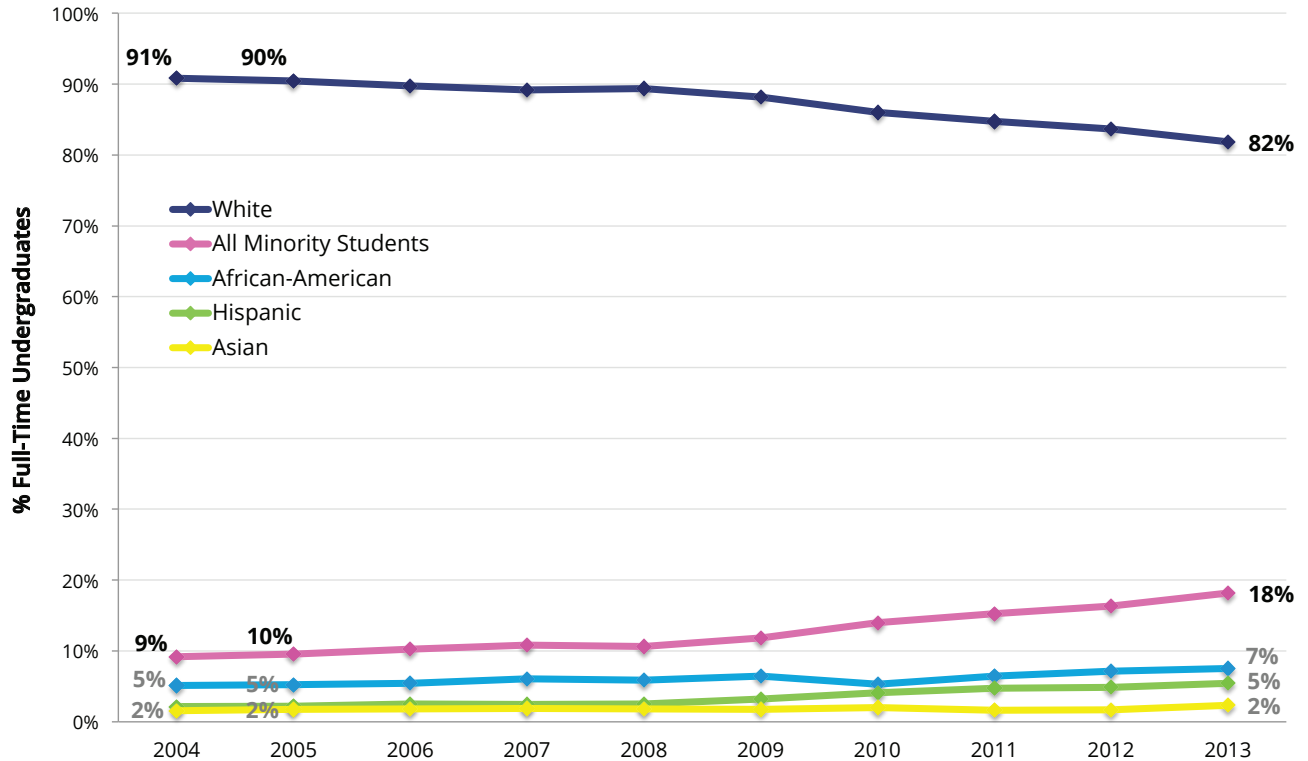
Traditional-aged students (18-24) constitute the majority of Bridgewater State's enrollment. The University continues to develop enrollment strategies that aim to attract non-traditional students. (See Figure 1C.)

The number of full-time undergraduates grew 27% over the past decade (1,691 students), while the part-time population grew 12% (171 students).

Figure 1C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Bridgewater State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. Bridgewater State draws most of its in-state full-time undergraduate students from towns and cities on the south coast of Massachusetts. Of the major Massachusetts cities, Boston, Worcester, New Bedford, and Fall River are all well-represented. In Fall 2013, 95% of the full-time undergraduate student body are from in-state, and 3% are from other states. Currently, only 1% of undergraduate students come from other countries, although there is a goal to double this population. The University conducts many programs in international countries, which may lead to a future student and faculty exchange. (See Map 1B and Figure 1D.)

Map 1B

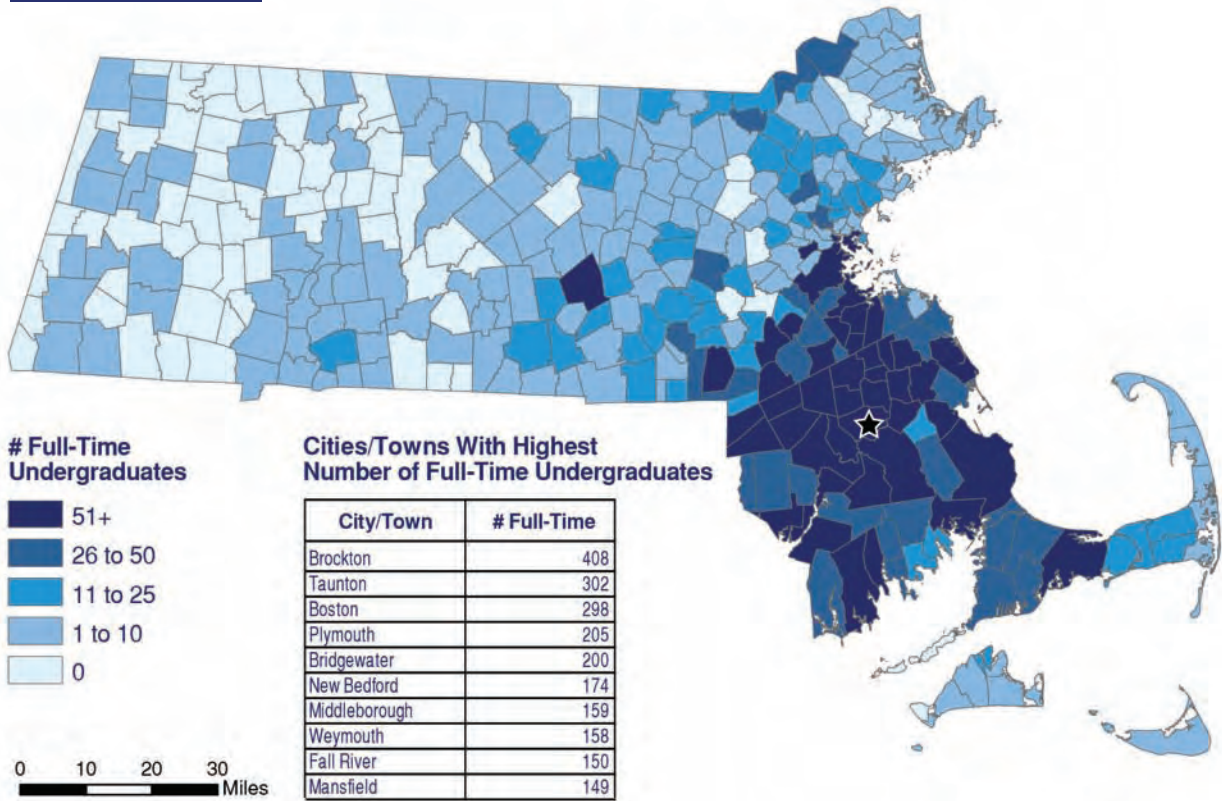
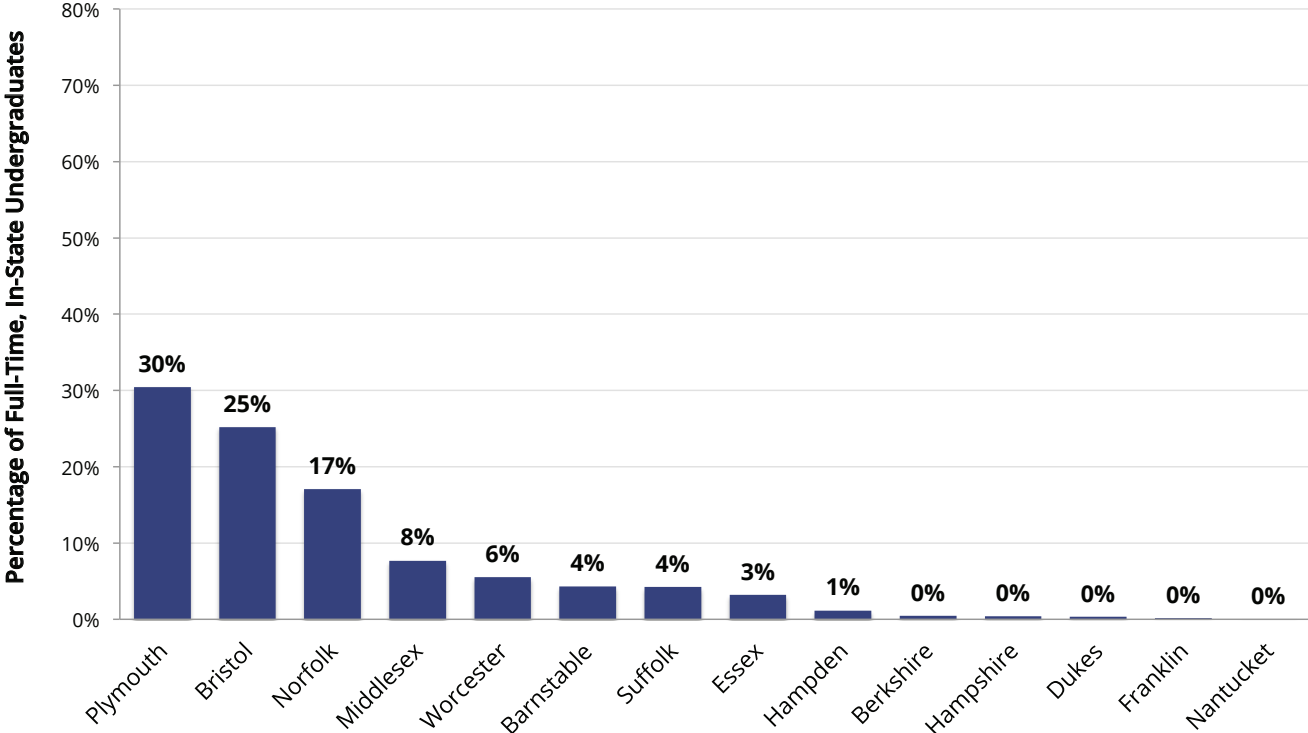


Figure 1D

Counties of Residence of Full-Time, In-State Undergraduate Students, Bridgewater State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

UNDERGRADUATE ADMISSIONS

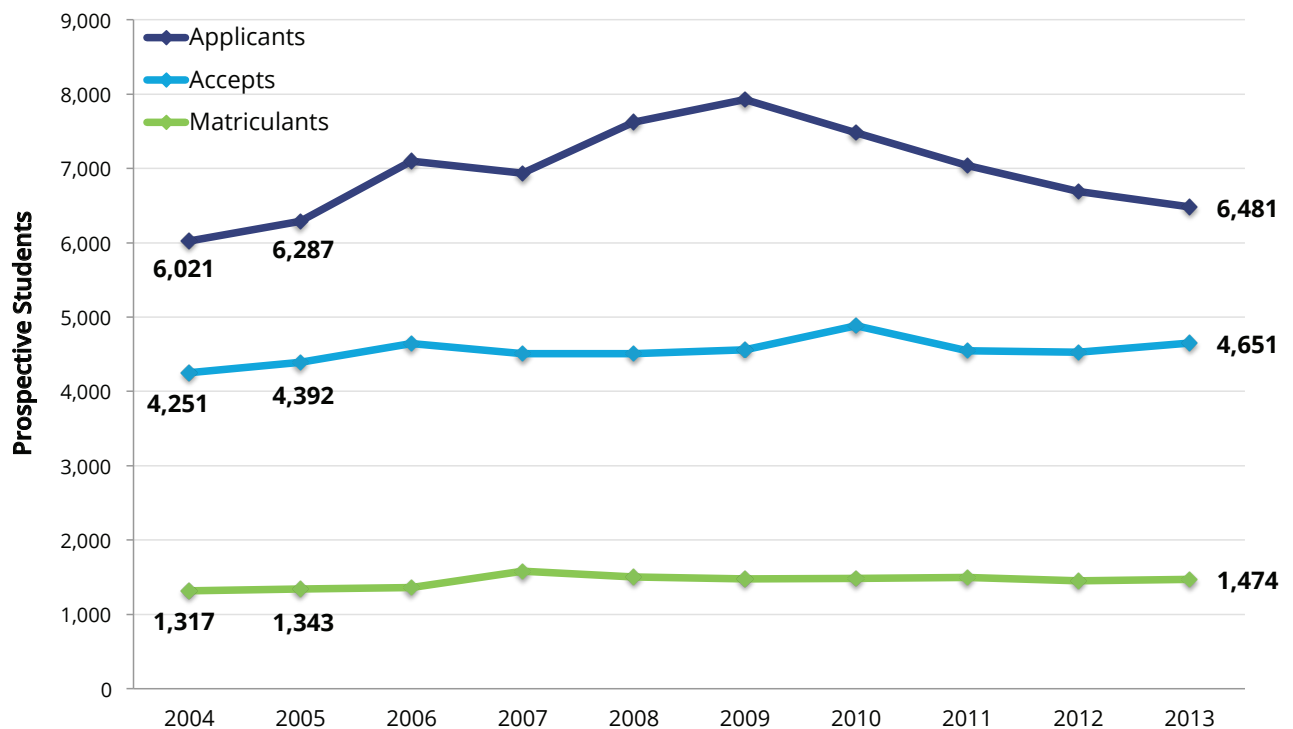
First-Time Freshman Admissions. Over the past decade, Bridgewater State's first-time Freshman applicant pool increased by 8%, and the number of first-time Freshman matriculants increased by 12%. The first-time Freshman applicant pool peaked in 2009, but has since declined to 6,481 in Fall 2013. By contrast, the number of students who accepted offers of admission and who chose to matriculate grew in the 2000's, and has since been stable. The University has 1,474 matriculants in Fall 2013.

Going forward, University administrators envision a leveling off of first-time Freshman applications. (See Figure 1E.)

Figure 1E

First-Time Freshman Admissions, Bridgewater State, Fall 2004-2013

Source: Bridgewater State University, Fall 2014

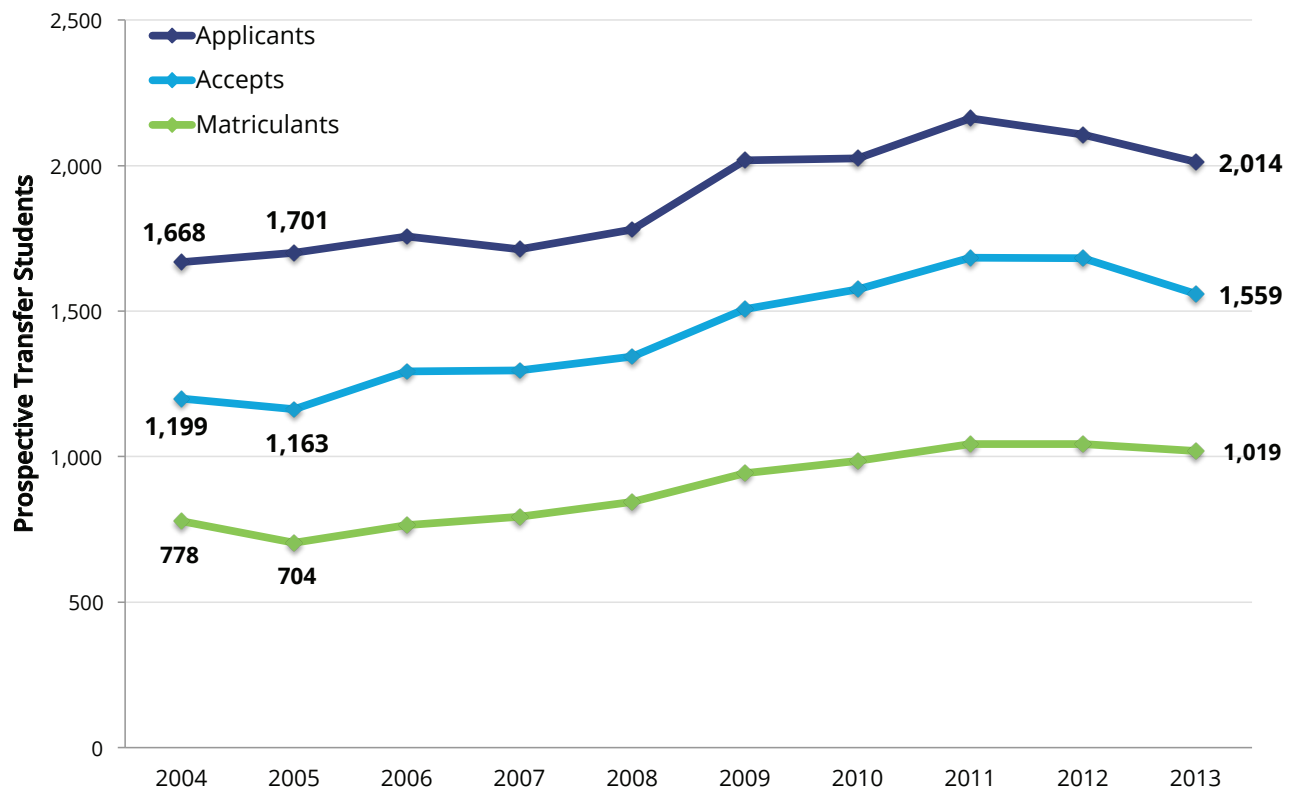


Transfer Admissions. Thanks to its geographic proximity to several nearby community colleges, Bridgewater State regularly interfaces with those schools, drawing on a Joint Application Program, Tuition Advantage Program, and Transfer Center to ease the transfer process. The University also participates in the CONNECT President's Transfer Program, which guarantees students admission providing they meet a series of specific criteria. (See Figure 1F.)

Figure 1F

Transfer Admissions, Bridgewater State, Fall 2004-2013

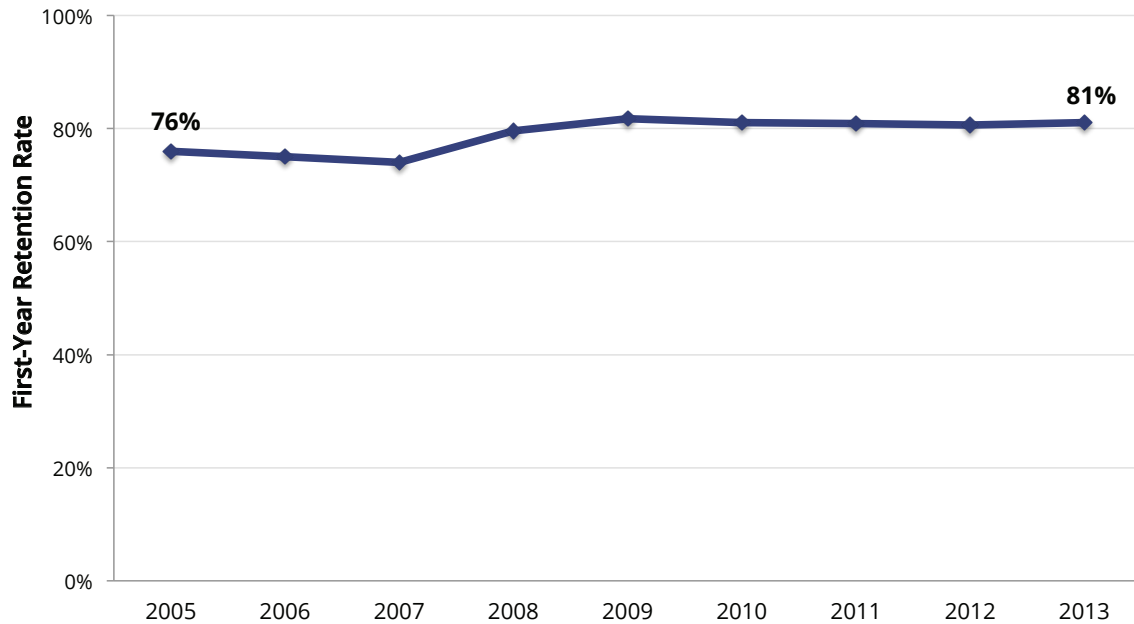
Source: Bridgewater State University, Fall 2014



Recruitment and Retention. Retention is a key component in overall enrollment, and Bridgewater State's retention rate rose 5% over the past decade. In Fall 2013, 81% of the University's first-time Freshmen persist into their Sophomore year, and this percentage is the same for both minority and non-minority students. These numbers reflect Bridgewater State's determined effort to use a variety of targeted programs and initiatives for recruitment and retention, and to meet broader strategic goals relative to overall enrollment. (See Figure 1G.)

Figure 1G**First-Time, Full-Time Freshman Retention Rate, Bridgewater State, Fall 2005-2013***

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

The Office of Residence Life and Housing seeks to provide undergraduate housing that is safe, clean, comfortable and conducive to student learning. Departmental staff develops, promotes and assesses programs, services, and staff interactions that encourage student development with particular emphasis on individual responsibility within a community setting. Efforts are directed towards establishing a living-learning environment where there is an appreciation of diversity, a respect for individual rights and a commitment to sustainability. Delivery of services is provided with an understanding of and a dedication to quality with regard to efficiency, fairness and cost effectiveness.

The university has established a goal of housing 50% of its full-time undergraduates on campus. Demand for housing remains quite high despite the addition of 500 new beds as a result of the construction of Weygand Hall over the last two years. Because of growth in both the total undergraduate enrollment and the full-time enrollment in recent years, efforts to build new housing have not significantly increased the percentage of full-time undergraduates living on campus, which is currently at 39%. The opening of Weygand Hall (with just over 500 beds) in the Fall of 2013 improved that percentage by 2%.

Bridgewater State also wishes to establish housing designed for full-time graduate students in the long term. The university currently houses a limited number of full-time graduate students, mostly from other countries, in space designed for undergraduates. The university aspires to increase both the quality of its graduate programs and the number of full-time graduate students on campus over the next five to ten years. In the long term, Bridgewater State University wishes to establish a facility that could accommodate international, graduate and older students as well as transitional housing for faculty, staff and administrators. The facility would be designed to add flexibility to the current housing options and afford the university to accommodate year round contracting.

Finally, the quality of on-campus student housing has been a major theme in the partnership between the MSCBA and BSU. Most BSU residence halls have had significant updates and renovations during the past several years. BSU is positioned to continue its emphasis on excellent maintenance, safety, and updating of the MSCBA's capital investments in student housing well into the future.

- Dana Mohler-Faria, President, Bridgewater State University

DEMAND

A University study showed that 80% of Freshmen admitted for the Fall 2011 semester indicated that they desired on-campus housing, but Bridgewater State could not meet this demand. In the same year, 70% of the 800 transfer students indicated they desired on-campus housing, but only 100 beds could be allocated. The new residence hall, Weygand Hall, has improved these statistics.

While the proportion of full-time undergraduate students living on-campus has increased in the past several years to 40%, this falls short of the campus target of 50%. University administrators feel strongly that living in University housing is related to higher student engagement and tolerance for diversity, and ultimately to higher retention. In order to reach their vision of housing 50% of full-time undergraduates, they feel that it is important to keep housing affordable, and for students to have appropriate financial aid to meet their cost of living on-campus.

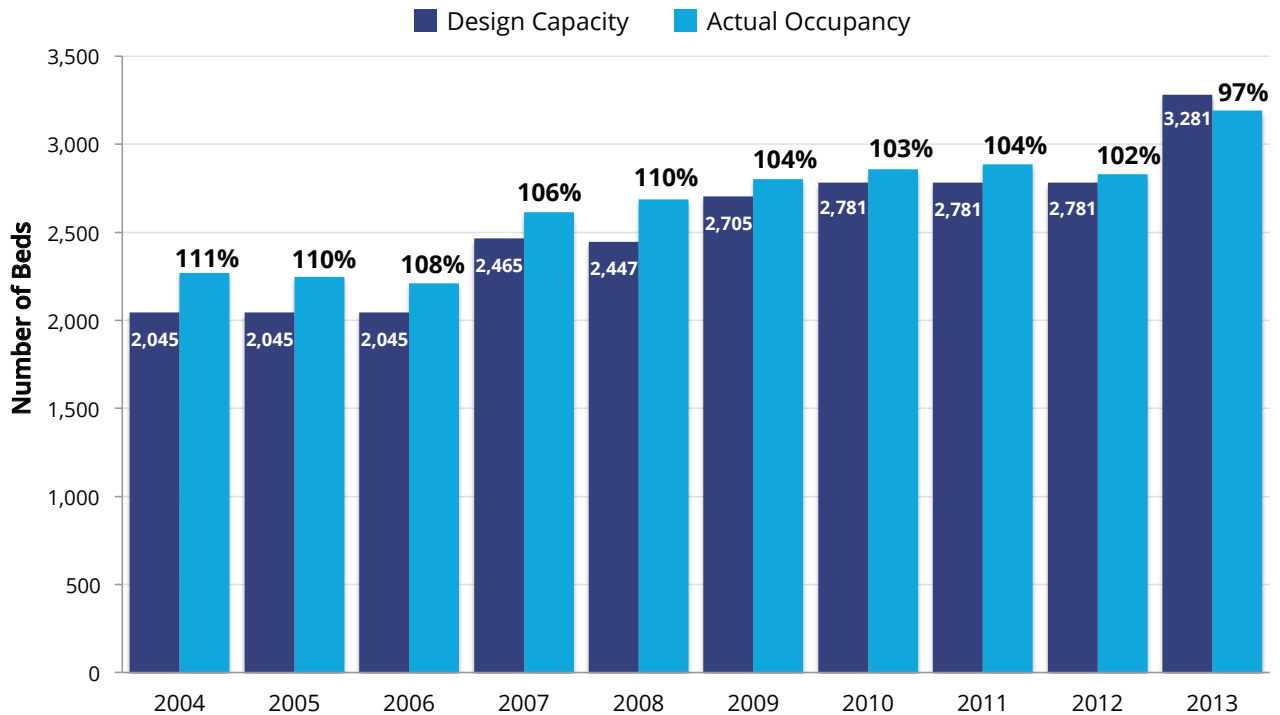
Bridgewater State has no housing requirement but does guarantee eight semesters of on-campus housing for first-time, full-time Freshmen. 80% of undergraduate applicants request housing, and early admits are guaranteed housing in rooms that are not above the designed capacity. Transfer students are guaranteed from one to eight semesters of on-campus housing.

Whether or not Bridgewater State's undergraduate enrollment grows or declines in the future, it is unlikely that the University can meet its mission-based target of housing 50% of students with its current housing stock. If student demand for on-campus housing options continues to be strong, the Authority will want to study options for additional capacity for Bridgewater State. Special attention will need to be paid to the relationship between Bridgewater State's enrollment management and outreach efforts and the housing styles and types that attract specific types of students.

Occupancy. On-campus housing occupancy in Fall 2013 is 97%, the first time that occupancy has fallen below 102% in a decade. (Note that Bridgewater State reports a Fall 2014 occupancy of 103%, again indicating a strong demand for on-campus housing. For the first time in many years, there were neither vacancies, nor a wait list.) (See Figure 1H.)

Figure 1H**Housing Occupancy, Bridgewater State, Fall 2004-2013**

Source: MSCBA, Fall 2014



Other Notes about Housing. Bridgewater State has a unique program where they house 16 students year-round who were previously in foster care, and are now University students. After the Yarmouth branch is opened in January 2015, it is anticipated that 100 of their students will seek to live on the Bridgewater State campus.

Bridgewater State offers six living-learning community programs, and the new Weygand Hall was specifically designed with space for a living-learning program. There has also been some conversation around grouping students by major within residence halls.

The University has a renewed focus on graduate student enrollment, and there is a possibility in the future that some graduate students might be interested in a housing option; housing for graduate students might require a combination of single rooms, apartments for roommates or families, and 12-month leases.

Currently Bridgewater State has many arrangements for summer housing besides its own summer students; for example, sports camps, a middle-school and high-school STEM academy, STEM educators, and a visiting student program from China. More summer utilization of the residence halls is desired, but is limited by the number of available beds in halls with air conditioning, and the five- to six-week window of opportunity.

Also of note, there is an active developer proposal to build housing near to the University, and a portion of these units might be targeted for students.

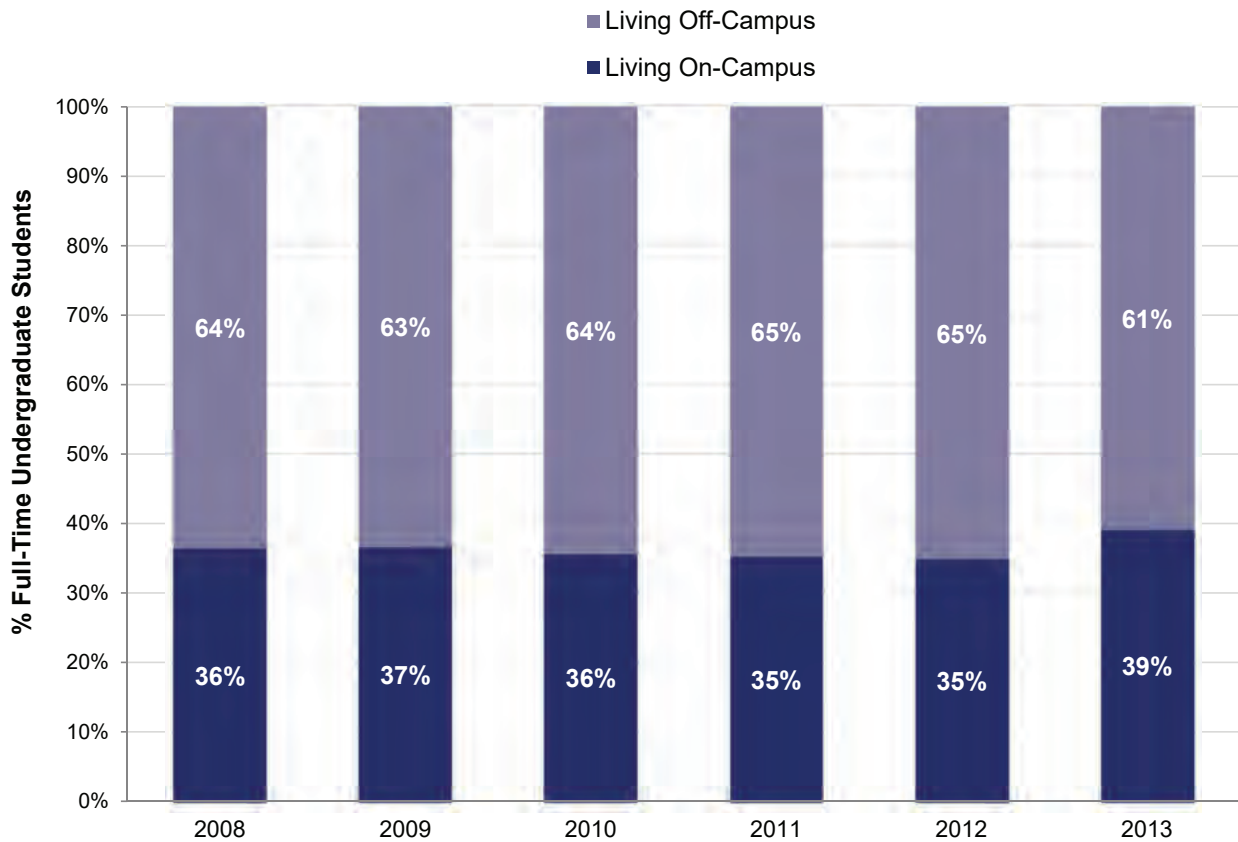
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduate students in on-campus housing rose to 39% in Fall 2013, a 4% increase from the previous year. (See Figure 11.)

Figure 11

Bridgewater: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Bridgewater State University, Fall 2014

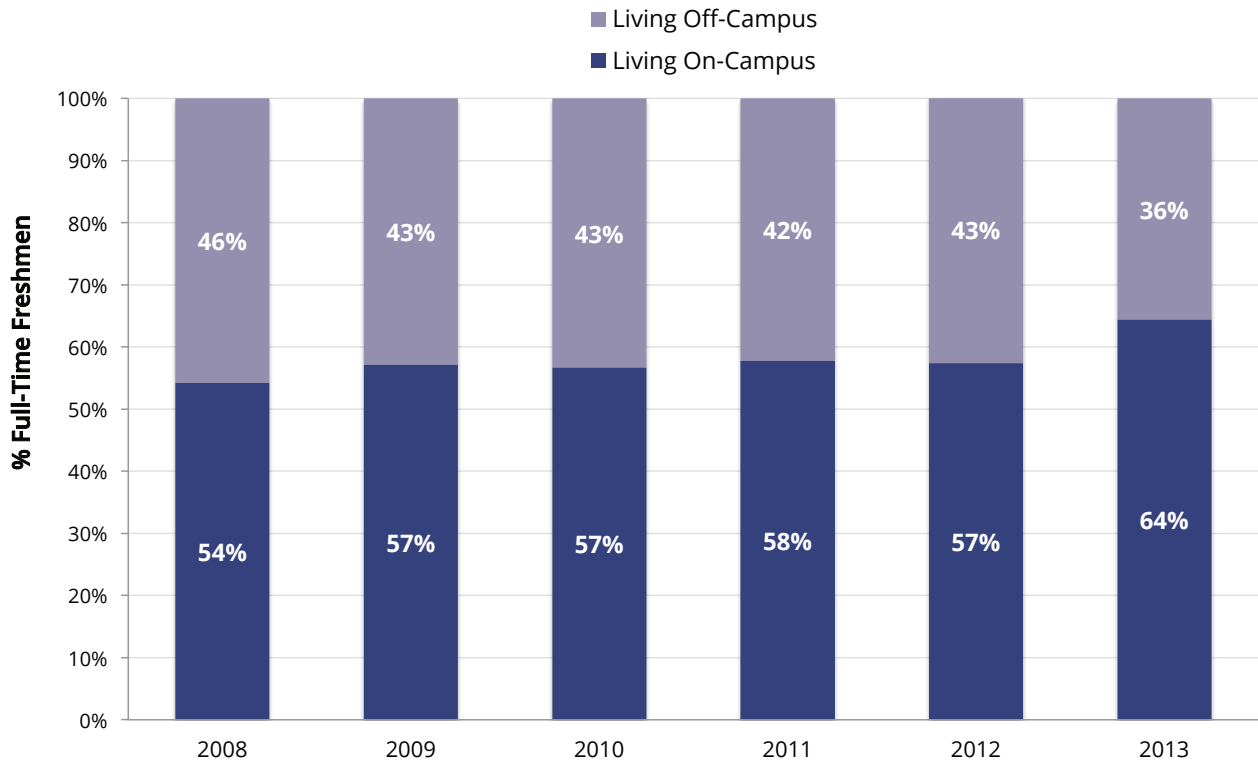


First-Time, Full-Time Freshmen. The percentage of full-time Freshmen living on campus increased 7% from Fall 2012 to Fall 2013 with the increased capacity provided by the opening of Weygand Hall. In Fall 2013, 64% of full-time Freshmen live in on-campus housing. (See Figure 1J.)

Figure 1J

Bridgewater: Housing Situation of All Full-Time Freshmen, Fall 2008-2013

Source: Bridgewater State University, Fall 2014

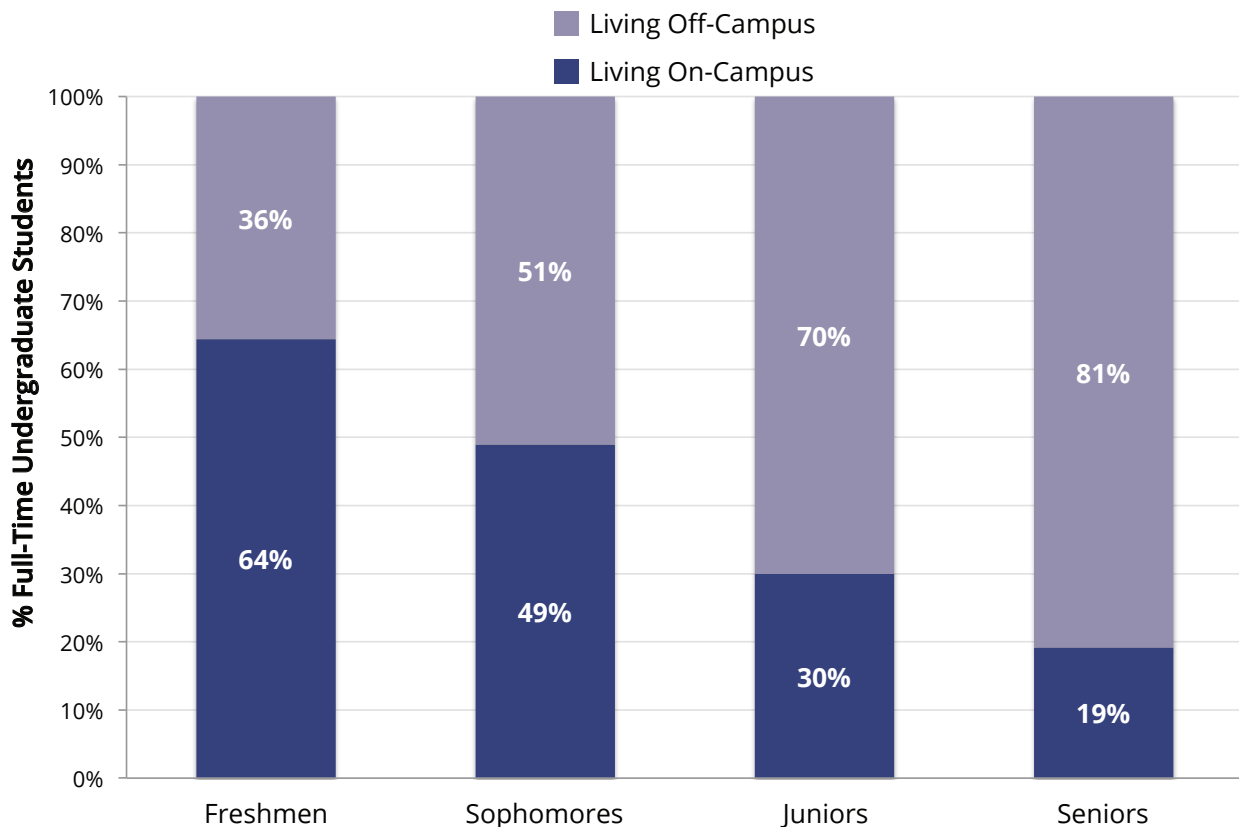


Full-Time Undergraduates by Class. The percentage of full-time undergraduates living on campus declines by class year. Although students who enter as first-time, full-time Freshmen have the option to live in on-campus housing for eight semesters, most students do not remain in on-campus housing for that length of time. In Fall 2013, 19% of full-time Seniors live on campus. (See Figure 1K.)

Figure 1K

Housing Situation of Full-Time Undergraduate Students by Class Year, Bridgewater State, Fall 2013

Source: Bridgewater State University, Fall 2014



HOUSING PORTFOLIO

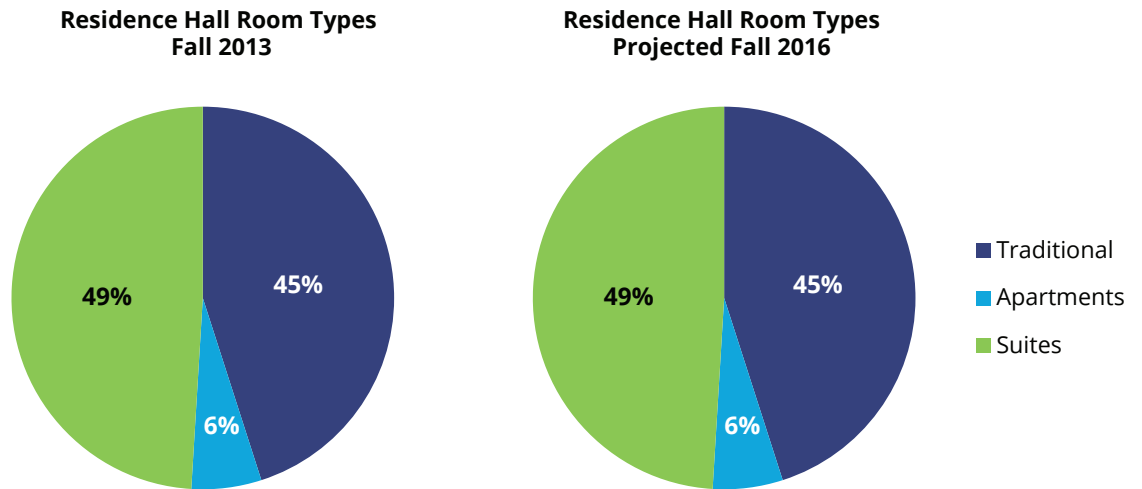
Bridgewater State's housing stock consists of 11 residence halls. Five are older, traditional dormitory residence halls that have been renovated in the last six years. Five residence halls are suite style, three of which were constructed in the last twelve years. Miles and DiNardo Halls were constructed in 1989 and require renewal consistent with buildings of this age. The Apartment Complex is the 11th hall and was renovated five years ago. Many rooms are designed as triples and quads, while others have additional occupancy spaces above the design occupancy.

A complete listing of all Bridgewater State residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 1L.)

Figure 1L

Residence Hall Room Types, Bridgewater State

Source: MSCBA, Fall 2014



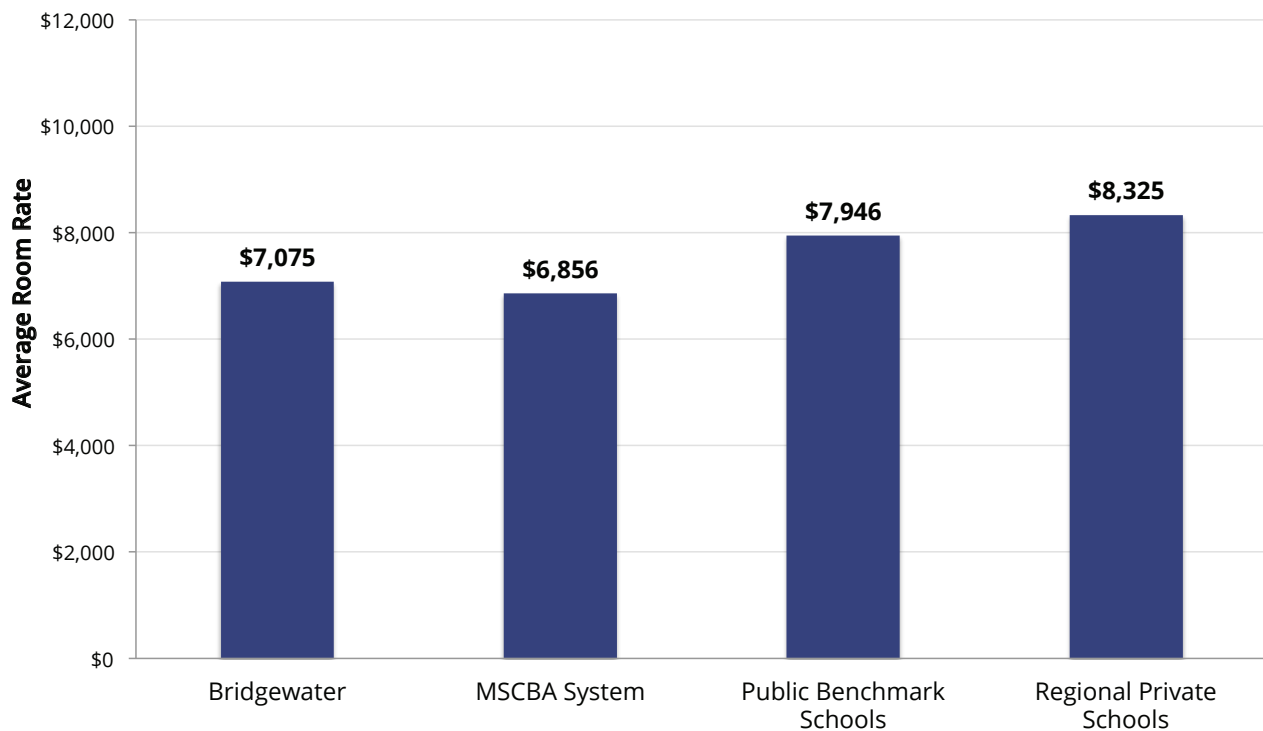
FALL 2014 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Bridgewater State is \$7,075 per academic year. This figure is 3% greater than the average MSCBA rent, 11% less than its public benchmarks, and 15% less than the regional private schools. (See Figure 1M.)

Figure 1M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

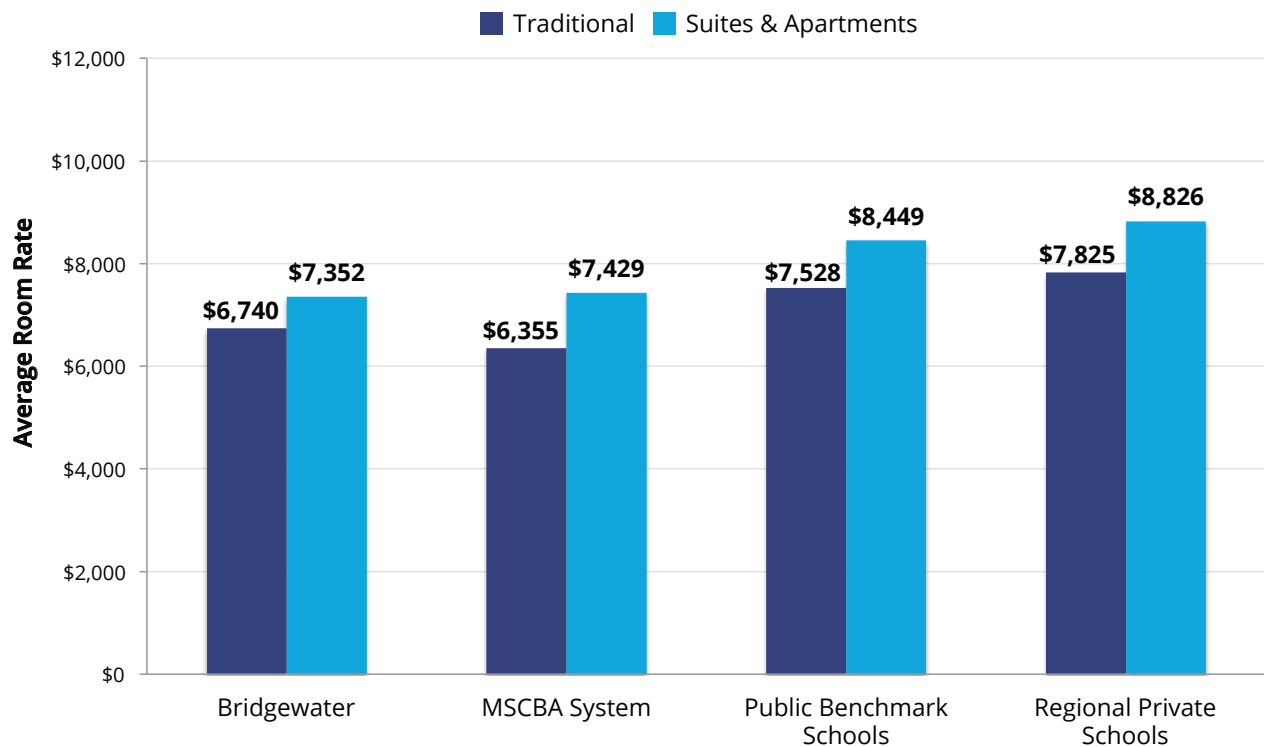
On-Campus Suites and Apartments. Bridgewater State's on-campus apartments and suites are 9% more expensive than on-campus traditional dormitories. Rents for both on-campus housing options are comparable to the average corresponding costs for the MSCBA, and less expensive than the averages for the public benchmarks and private regional schools. The average room rate for on-campus traditional housing (\$6,740) is 6% more than the MSCBA average, 10% less than the public benchmarks, and 14% less than the regional private schools.

The average room rate for on-campus apartments and suites (\$7,352) is 1% less than the MSCBA average, 13% less than the public benchmarks, and 17% less than the regional private schools. (See Figure 1N.)

Figure 1N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



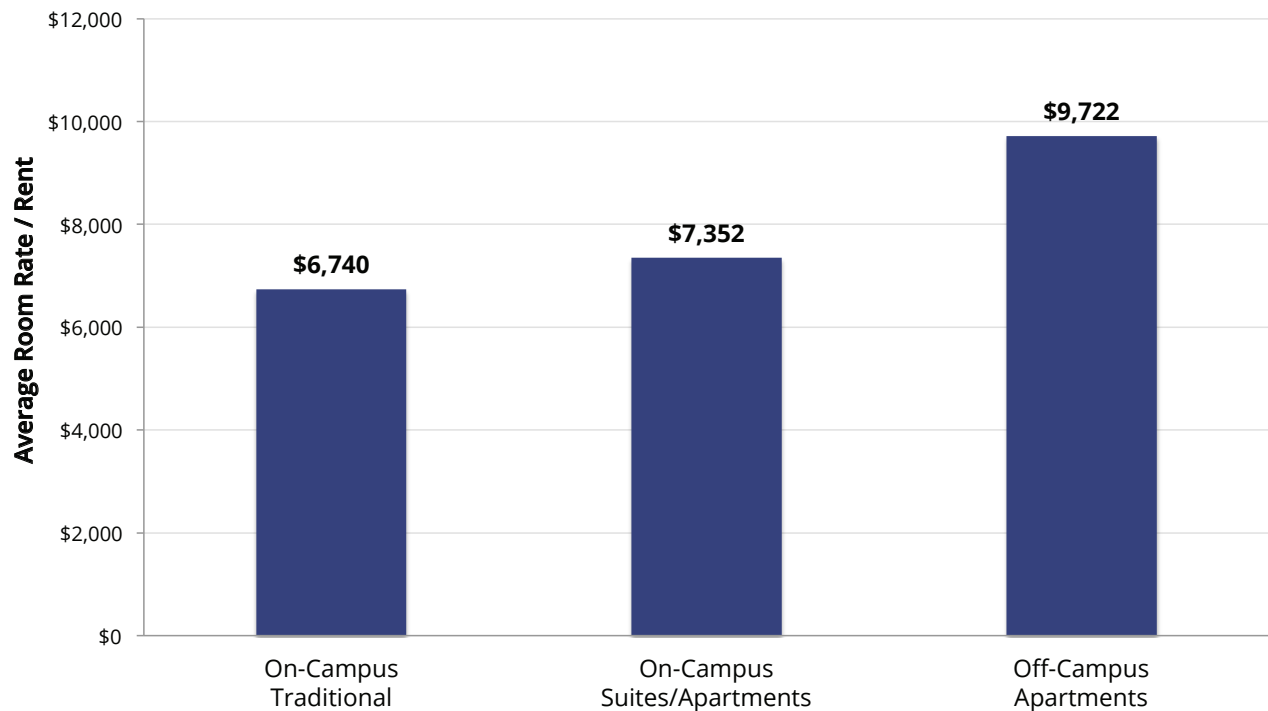
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. The average room rate of off-campus housing is 32% higher than that of on-campus housing. Off-campus housing offers a limited range of unit types; one- and two-bedroom apartments are common, while three- and four-bedroom units are few. Streets where students who live off-campus housing reside include Bedford, Burrill, Plymouth, Hale, Spring Hill, Prospect, Main, and Maple. (See Figure 10.)

Figure 10

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Bridgewater State, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Bridgewater State updates its strategic plan on an ongoing basis. Four of Bridgewater State's five current goals are of interest to the MSCBA, since progress in meeting those goals will have an impact on enrollment and housing requirements. These goals include:

Goal 1: Teaching and Learning Relationships

- Maximizing the intensity, diversity and richness of teaching and learning relationships forged between faculty, students and members of the broader community.

Goal 2: Personal and Professional Growth

- Promoting a rigorous and dynamic institutional environment focused on developing and enhancing the personal and professional growth of all campus citizens.

Goal 3: Responsibility to the Public

- Expanding the University's ability to foster the cultural, scientific, economic and intellectual capacity of Southeastern Massachusetts and beyond.

Goal 4: Diversity and Global Awareness

- Increasing global and cultural awareness and encouraging a diversity of perspectives on campus and in the region.

The MSCBA must also stay informed about the university's progress in a number of areas of focus.

Focus: Equalization of Student Success

- Ensuring access for students who cannot afford educational alternatives.
- Bolstering probability of success for first-generation students, low-income students, and students of color.
- Improving residential options for international students and other students with unique housing needs.
- Expanding the reach of the University's co-curricular opportunities to include students of all socioeconomic backgrounds.

Focus: The Teaching and Learning Environment

- Advancing the holistic development of students and emphasizing the value of a liberal arts education.
- Optimizing teaching and learning environments, spaces and structures.
- Encouraging interdisciplinary among academic disciplines and fields.
- Promoting student learning opportunities beyond the classroom.
- Developing and expanding residential learning opportunities.

Focus: Prudent Stewardship of Resources

- Promoting energy conservation and greener operations
- Encouraging paperless and streamlined workflow processes.
- Planning for new opportunities during the summer months.
- Utilizing the full power of existing technologies and integrating systems.

Progress in these areas will affect MSCBA's work-plan going forward.

The following section demonstrates some of the ways that Bridgewater State may be addressing these goals and objectives through current and future housing initiatives.

Figure 1P**MSCBA Projects**

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Miles DiNardo	Roof Replacement	\$1,271,000
Shea Durgin	Ground Level Renovations, Card Access	2,054,000
University Park	Replace Surface Parking with Campus Green	1,000,000
Weygand Hall	New Housing Capacity (500 beds)	62,000,000
Woodward Hall	New Windows and Accessible Entry	3,000,000
Shea Hall	Bathroom Renovations	1,230,000
Woodward Hall	Fire Protection, Interior Finishes	5,300,000

2015: Projects Underway

Woodward Hall	Woodward Hall - Bathroom Renovations	3,000,000
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2016 and Beyond: Future Projects Anticipated

Durgin Hall	Bathroom Renovations	2,300,000
Miles - DiNardo	Miles-DiNardo Bathroom Renovations	3,500,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Bridgewater State currently has many housing renovation projects underway or planned.

POTENTIAL HOUSING INITIATIVES

Something lacking on campus is large spaces to be used for student resident programming, RA training, and other uses. In fact, the lack of large programming spaces limits the University's ability to rent out housing in the summer as the few large spaces within the residence halls are needed for June orientation programming. In the long-term, perhaps five to seven years out, Bridgewater State would like to have an additional 400 to 500 beds of housing, possibly utilizing the site behind Weygand. Because the dining halls are now at capacity, any potential future housing would need to be apartment-style where students are not required to have meal plans.

POTENTIAL CAMPUS INITIATIVES

The University would like to regularly assess the adequacy of their dining and parking. There are currently sufficient dining seats and parking spaces on campus, although the locations of both dining and parking are perceived by many as inconvenient.

Administrators mentioned the need for more student spaces within the Campus Center, perhaps housed in an annex to the current building. A vision for the future might also include a new fieldhouse, a practice field, and a pool. There is a strong sense that building a new building can create a ripple effect of opportunity for the campus.

V. SUMMARY

In order to determine whether a long-term commitment to new housing will bring them closer to the campus goal of housing 50% of full-time undergraduates or will exceed that goal, Bridgewater State will need to assess regularly the impact of changing demographics on full-time student enrollment. An important Bridgewater State ethos that will affect all future building projects is to 'keep it affordable for students.'



**FITCHBURG STATE
UNIVERSITY**

FITCHBURG STATE UNIVERSITY: 2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,680
Undergraduate Student Enrollment	4,245
Full-Time Enrollment	3,438
Part-Time Enrollment	807
Graduate Student Enrollment	2,435

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	43%
From Massachusetts	91%
From Out-of-State	9%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	92%
Male	44%
Female	56%
Minority <i>Students with Known Race/Ethnicity</i>	20%
Asian	2%
Black	6%
Hispanic	9%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	33%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	78%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	51%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	47%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent, Fall 2013	104%
Design Capacity, Fall 2013	1,565
Actual Occupancy, Fall 2013	1,626
Design Capacity, Fall 2014	1,580




RENTS

Average On-Campus Rent, Fall 2014	\$5,684
Average Off-Campus Rent, Fall 2014	\$5,739
Average Public Benchmark Schools Rent, Fall 2014	\$7,437
Average Regional Private Schools Rent, Fall 2014	\$9,330
Average MSCBA System Rent, Fall 2014	\$6,856

Map 1B

Campus Map - Fitchburg State



-  Potential Housing
-  Existing Housing
-  Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Fitchburg State University, located in Fitchburg, Massachusetts, is a public institution dedicated to integrating high-quality professional programs with strong liberal arts and sciences studies. Founded in 1894, the University now has more than 30 undergraduate programs and 22 master's degree programs.

Fitchburg State offers undergraduate and graduate programs with an emphasis on career-oriented learning that is firmly grounded in the liberal arts, as well as selected majors in the traditional arts and sciences. The University features small class sizes, hands-on professional education, and an accessible faculty dedicated to teaching. A compact campus provides the added bonus of a secure community where social and cultural activities abound and students assume a wide range of leadership roles in the community, student government, and social and artistic affairs.

An emphasis on faculty mentoring and internships has resulted in an extremely high success rate in placing students in careers or graduate school.

The University supports both traditional and non-traditional students. Full-time and part-time enrollment opportunities exist during the day and the evening, and at the undergraduate and graduate levels. The undergraduate day population is comprised of both commuter and residential students representing the entire state of Massachusetts and all of New England. The graduate and continuing education population includes the whole spectrum of learners: from people desiring to expand their career opportunities by pursuing graduate or undergraduate certificates and degrees, to a typical university student home for the summer taking a course or two to get ahead. The graduate and continuing education office offers diverse perspectives for part-time and full-time advanced study in a variety of professional and academic fields.

The University plays a significant role in the city by providing leadership and support for the economic, environmental, social, and cultural needs of North Central Massachusetts and the Commonwealth.

Fitchburg State's core values of Accessibility, Affordability, Community, Enrichment, and Excellence guide enrollment management policies as well as the campus' physical plant development.

CAMPUS PHYSICAL DEVELOPMENT

Situated in downtown Fitchburg, a city of nearly 40,000 inhabitants and a former center of industry, the Fitchburg State campus is the most dense and urban of the Massachusetts State University campuses located in Central Massachusetts. Bordered along three edges by residential neighborhoods, and by a principal city street along the fourth, the campus is formed by, and infused with, an urban grid. The University owns and manages the Weston Auditorium and Recreation Center that serve both students and the general community. In addition, the University has a 99-year lease for the Civic Center and works with the City on the management of it.

While the University owns a number of other land parcels, the primary campus runs in a north-south orientation along North Street. Parking and other ancillary functions are housed in small lots near the main campus, or integrated within the campus core. The campus has recently completed many of the construction projects outlined in the 2007 Master Plan.

II. STUDENT BODY

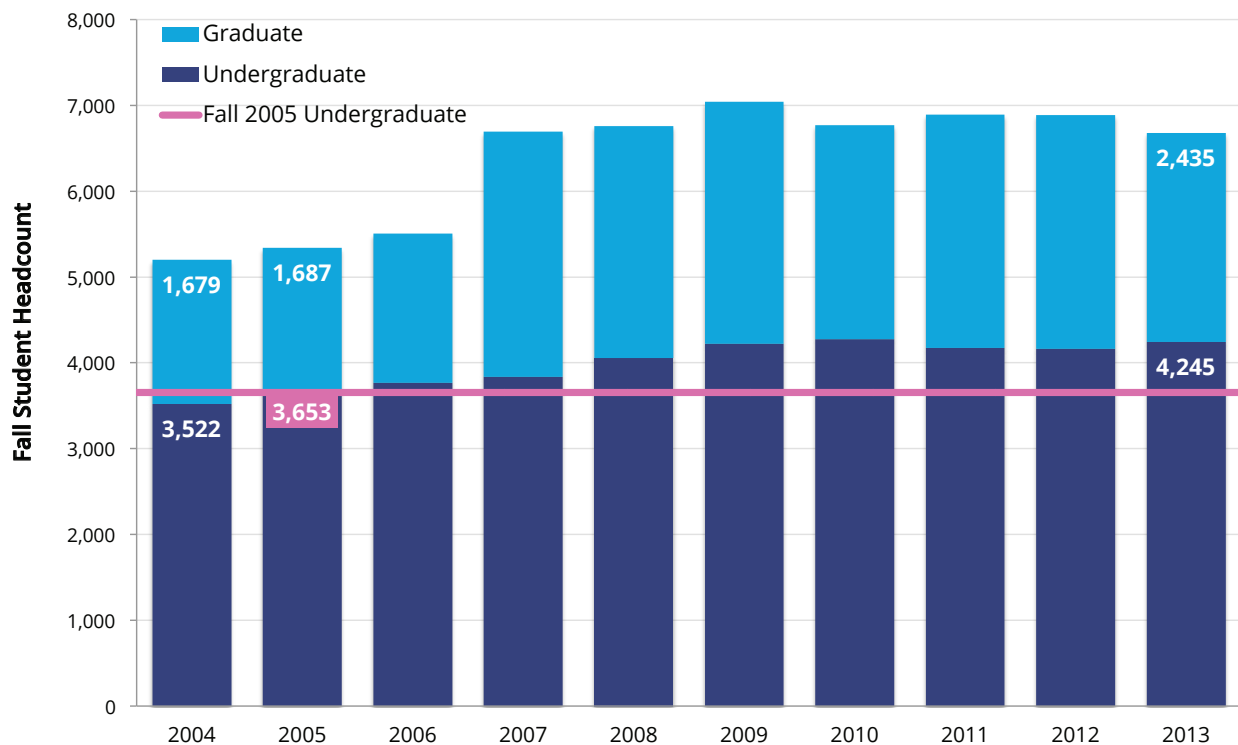
ENROLLMENT

Overall Enrollment. Fitchburg State's Fall 2013 overall enrollment of 6,680 students is 28% greater than it was 10 years ago in Fall 2004. Overall enrollment rose strongly in 2007, and has remained since at the new level. In the Fall of 2013, Fitchburg State's total enrollment of 6,680 included 4,245 undergraduates and 2,435 graduate students. The graduate student population has grown 45% over the past decade, and the University currently has the highest proportional number of graduate students (36%) within the Massachusetts State University System. Online enrollment is becoming more prevalent for graduate students. (See Figure 2A.)

Figure 2A

Student Enrollment, Fitchburg State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014

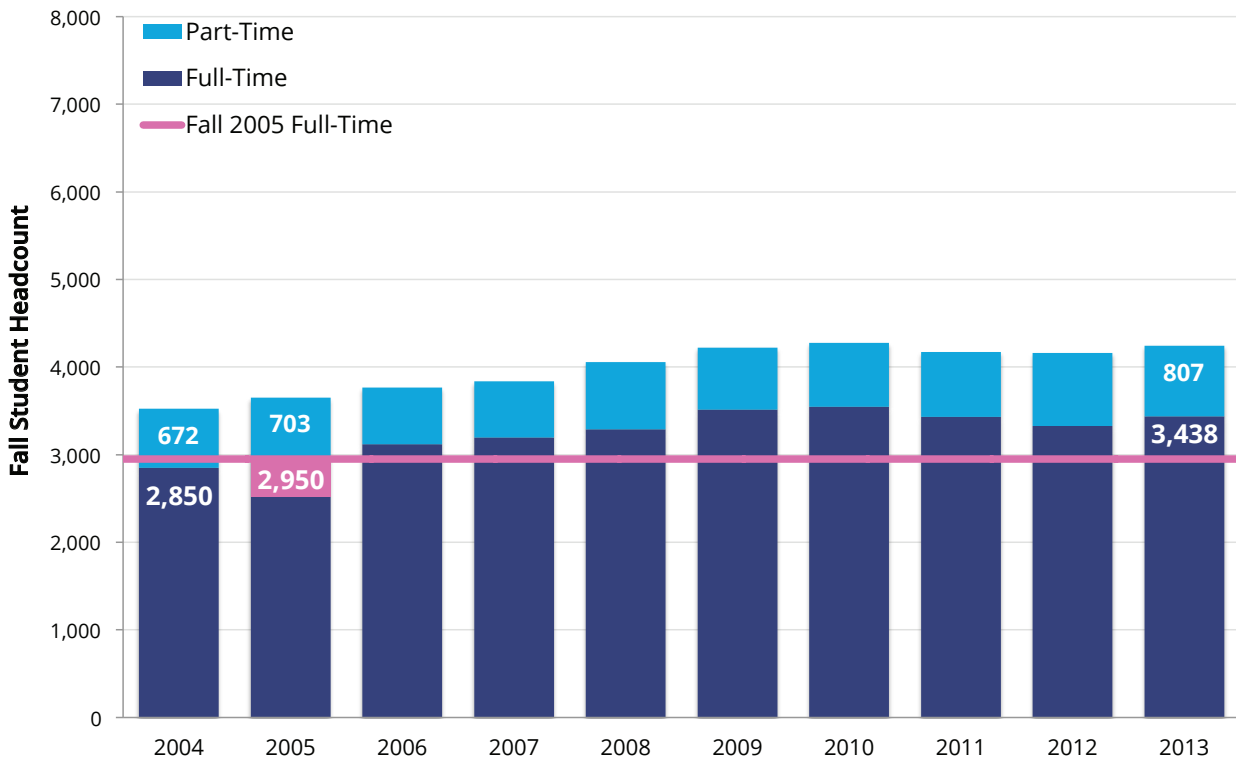


Undergraduate Enrollment. Both the full-time and part-time undergraduate populations have grown about 21% over the past decade. Throughout this period of growth, full-time students have remained at about 81% of the undergraduate student body. The University notes that the campus is balanced between residential undergraduates and commuters. (See Figure 2B.)

Figure 2B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Fitchburg State, Fall 2004-2013

Source: Fitchburg State University, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged students (18-24) constitute the majority of Fitchburg State’s undergraduate enrollment (92%). In Fall 2013, the full-time undergraduate population is 56% female.

The percent of full-time undergraduates who are minority students has been growing strongly over the last decade, from 9% in Fall 2004 to 20% in Fall 2013. In particular, the percent who identified themselves as Hispanic or Latino rose from 3% in Fall 2008 or before to 9% in Fall 2013.

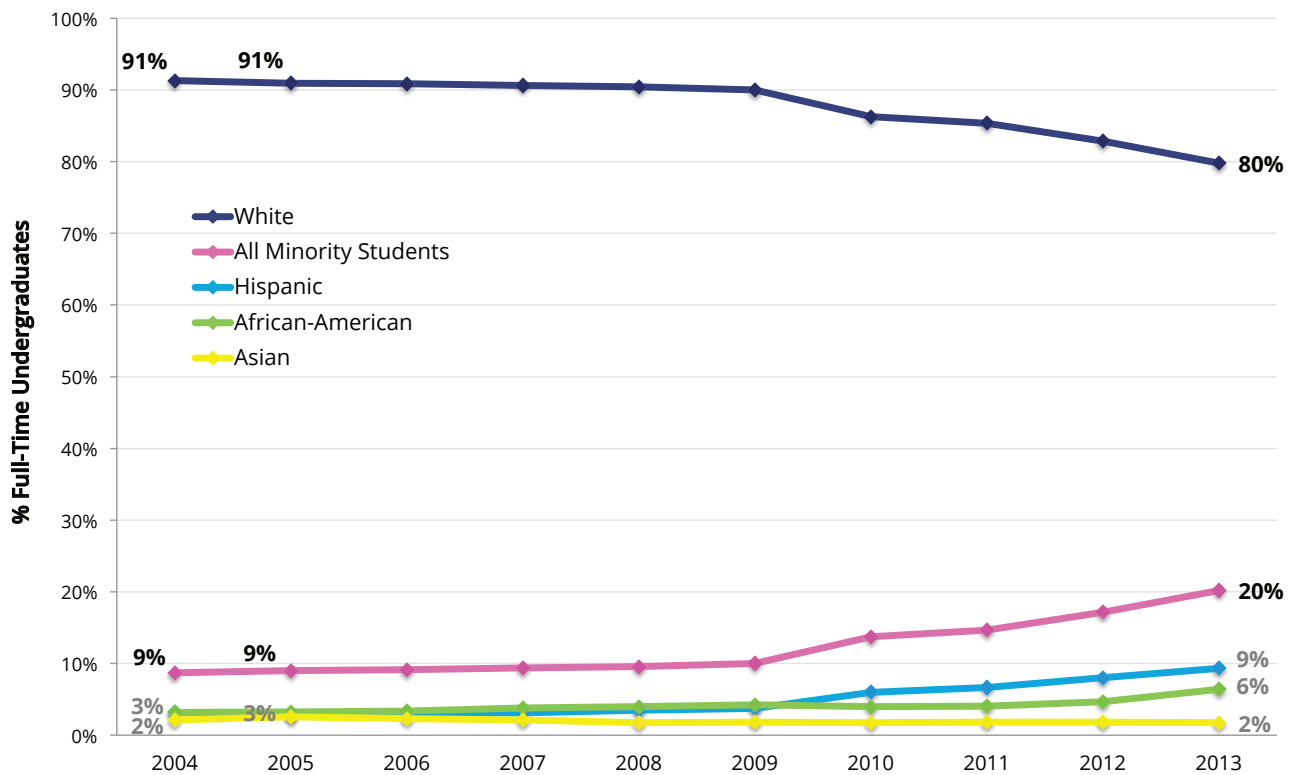
Despite this enrollment success, Fitchburg State aims to draw more students from neighboring Hispanic populations. To do so, the University is focused on maintaining its mission of affordability in both academics and housing. (See Figure 2C.)

The percent of full-time undergraduates who are minority students has been growing strongly over the last decade, from 9% in Fall 2004 to 20% in Fall 2013. Fitchburg State aims to draw more students from neighboring Hispanic populations.

Figure 2C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Fitchburg State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. Fitchburg State draws 91% of its full-time undergraduate student population from the Commonwealth. Most in-state students come from the surrounding towns and cities in north central Massachusetts, with 67% coming from Worcester and Middlesex Counties. Programs such as nursing, game design, communications and media, and special education, are attracting students from around the state. 9% of full-time undergraduates come from other states, most from the Northeast, but as far away as Nevada and California, and fewer than 1% are international. (See Map 2B and Figure 2D.)

Map 2B

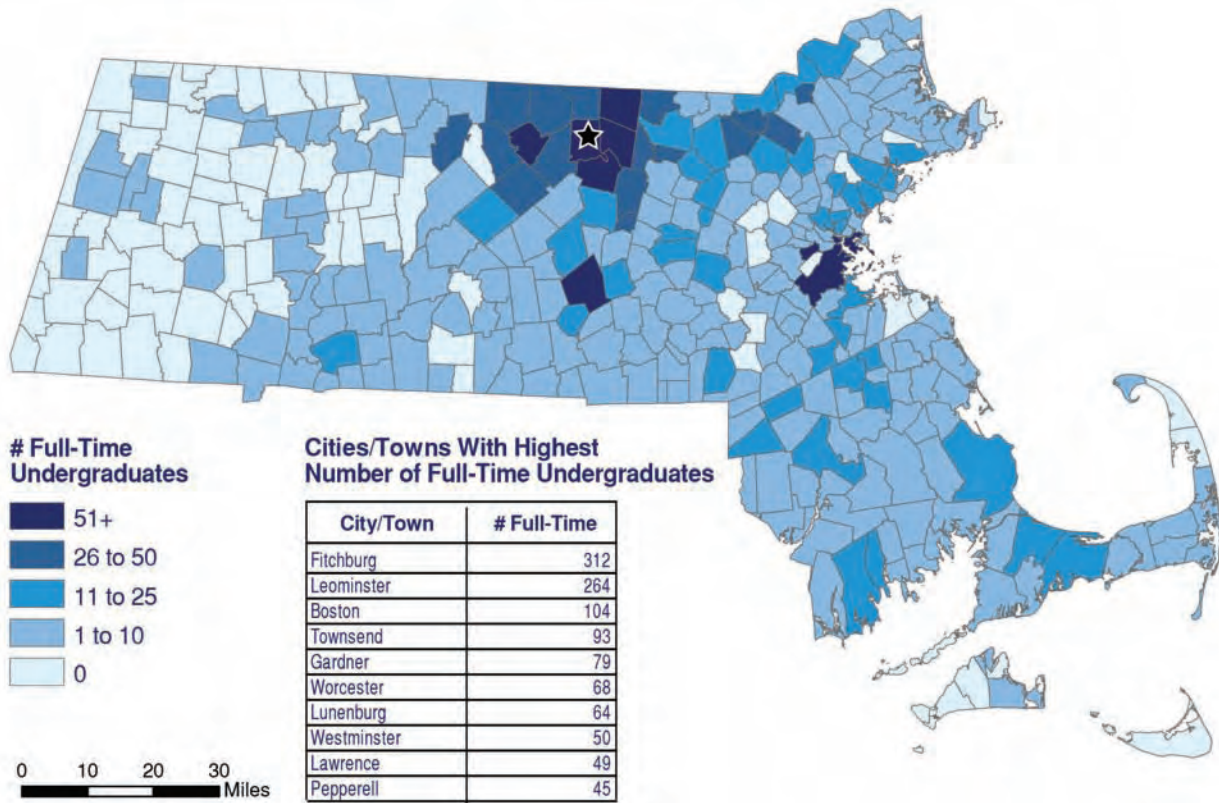
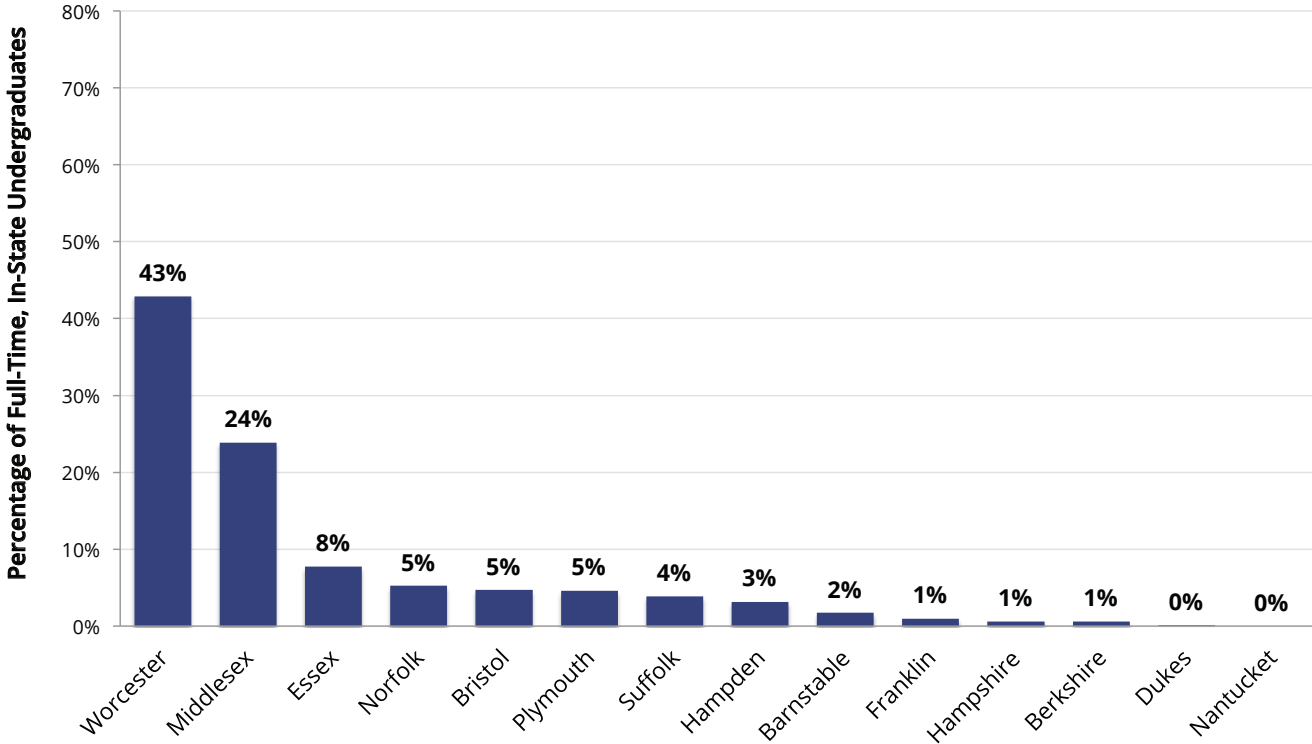


Figure 2D

Counties of Residence of Full-Time, In-State Undergraduate Students, Fitchburg State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

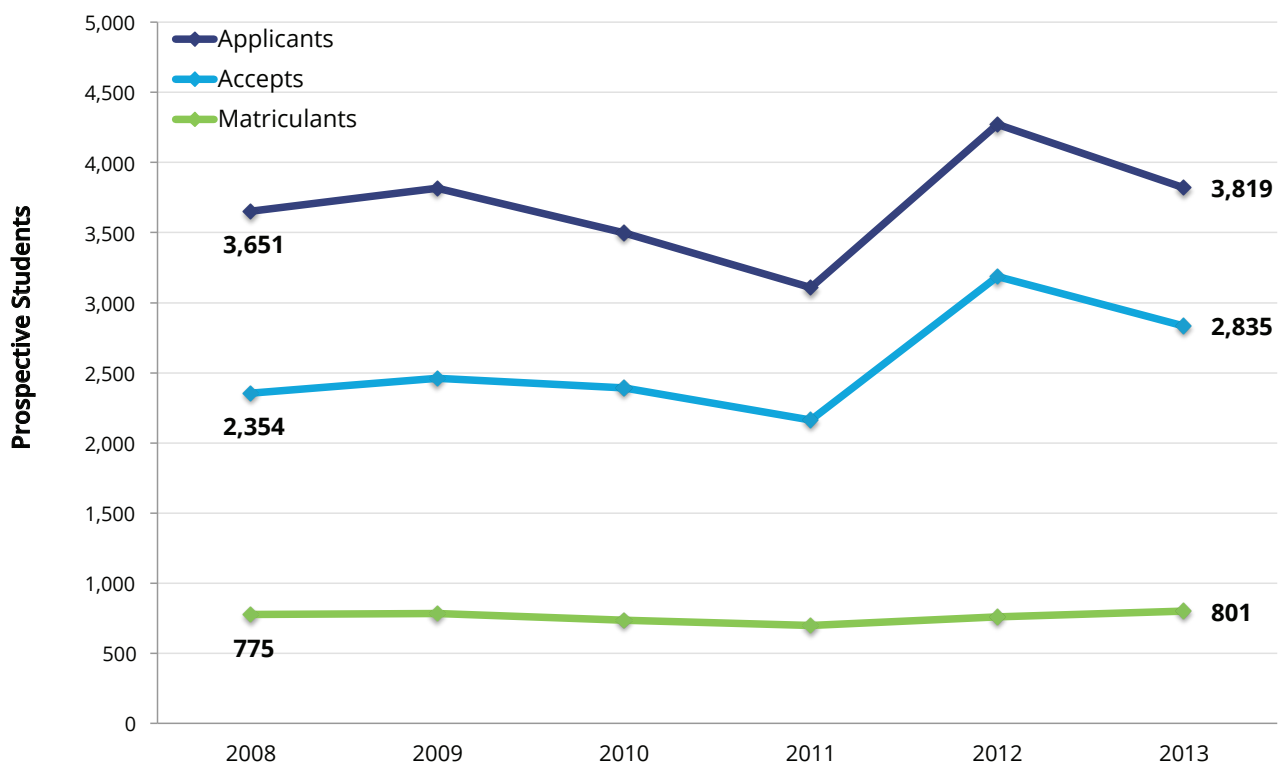
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The applicant pool for full-time undergraduate students has fluctuated over the past six years, with an overall increase of 5% during that time. The University now accepts a higher proportion of their full-time applicants, 74% in Fall 2013, compared to 64% in Fall 2008. With a Fall 2013 full-time undergraduate population of 3,438 students, the University feels that undergraduate enrollment is at the appropriate level, and anticipates no growth in the near future. (See Figure 2E.)

Figure 2E

First-Time Freshman Admissions, Fitchburg State, Fall 2008-2013

Source: Fitchburg State University, Fall 2014

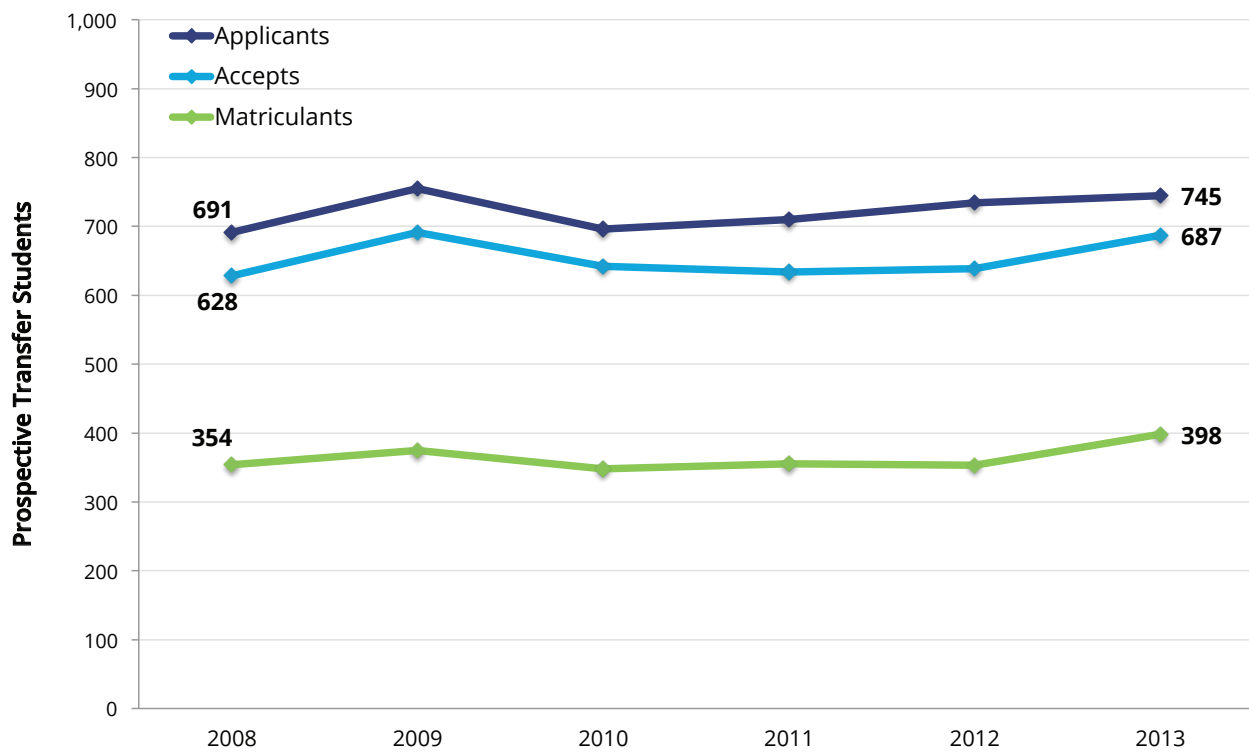


Transfer Admissions. Since Fall 2008, Fitchburg State has had a modest 8% growth in the number of transfer applicants. The University participates in the Mass Transfers program (from community colleges to State Universities), and is conscious of the need to continue its engagement with neighboring community colleges, specifically Mount Wachusett Community College. (See Figure 2F.)

Figure 2F

Transfer Admissions, Fitchburg State, Fall 2008-2013

Source: Fitchburg State University, Fall 2014



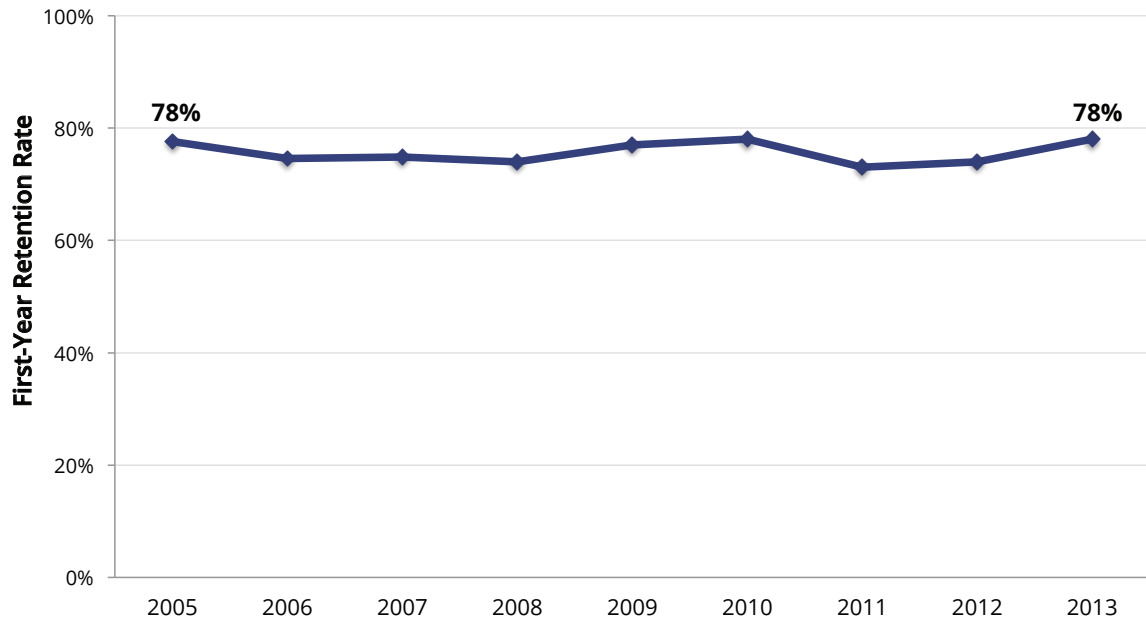
Recruitment and Retention. The University's retention rate for first-time, full-time, degree-seeking undergraduates has fluctuated over the past decade, but, in Fall 2013, it is the same rate as in Fall 2005 (78%).

A recent study noted the role that food services plays in retention. The new dining hall offers 'home away from home' environment, and usage is up. (See Figure 2G.)

Figure 2G

First-Time, Full-Time Freshman Retention Rate, Fitchburg State, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

The mission of the university identifies that a Fitchburg State education extends beyond the classroom to include residential, professional and co-curricular opportunities. Residential life is an integral part of the college experience providing students with opportunities to foster lifelong learning and civic responsibility. Through residential programming, leadership and volunteer opportunities offered, residential life provides students full engagement and participation at the university community. This allows students to both develop and utilize skills and knowledge gained in the classroom in their individual student development.

- Jay Bry, Vice President for Finance and Administration, Fitchburg State University, February 2012

DEMAND

Fitchburg State is currently just under its 50% goal, housing 47% of the University's Fall 2013 full-time undergraduate population of 3,438. Although capacity has increased by 118 beds, with 100 beds added in Mara Village and 18 beds in Aubuchon Hall, Fitchburg State is unable to accommodate as many students as is its goal.

Recently, the Office of Housing and Residential Services has moved administratively from Business Affairs to Student Life; this provides more opportunity to focus on the holistic education of the student. Students are not living merely in dormitories, but rather in housing where they can live, learn, and grow together. However, residential life staff feel that the appropriate types of housing for specific classes or certain types of students may be hard for the University to accommodate with their current inventory. For example, first-year students often underutilize common spaces, and are better served by suites with open architecture that gives them access to many other students. By contrast, typical suites (like Aubuchon and Mara) are better suited for upperclass students. Residential life staff note that there is significant unmet demand for the Townhouse housing.

Currently, housing is guaranteed for first-year students who provide a deposit by May 1 of the previous year.

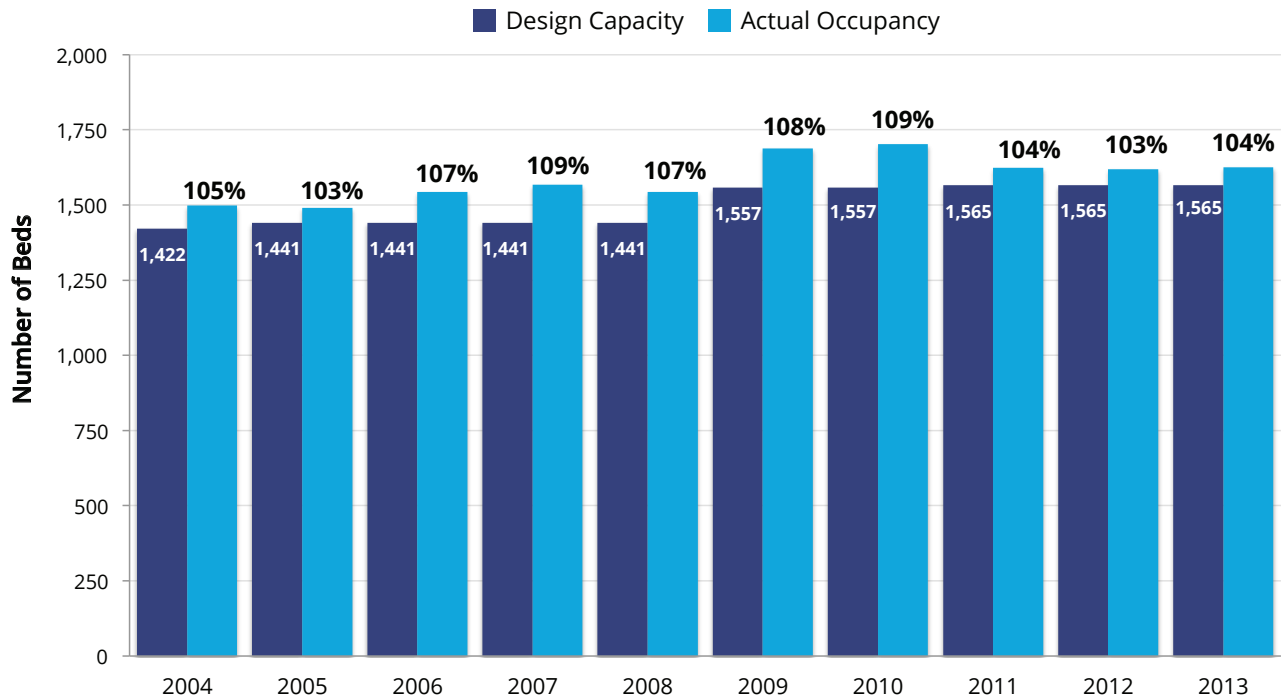
There is some interest in setting up a pilot for graduate student housing.

Occupancy. The University's on-campus residences continue to be overcrowded and oversubscribed; in Fall 2013, occupancy is at 104%. The University is instituting a process to consolidate first-year students into the same housing to address potential feelings of isolation. Previously, only one-third of first-year students were housed together, while in Fall 2013, 95% were housed together. There is some evidence to suggest that over-occupancy in the fall, such as forced triples, is linked to lower retention in the spring. On a related note, the University has made a commitment not to triple upper-class students. These mission-related changes in the housing program can be a challenge in the overcrowded housing environment. (See *Figure 2H.*)

The University's on-campus residences continue to be overcrowded and oversubscribed; in Fall 2013, occupancy is at 104%. There is some evidence to suggest that over-occupancy in the fall, such as forced triples, is linked to lower retention in the spring.

Figure 2H**Housing Occupancy, Fitchburg State, Fall 2004-2013**

Source: MSCBA, Fall 2014



Summer Housing. Currently, Fitchburg State does not have a robust program to rent out housing for summer programs or conferences. Nor does the current housing stock lend itself to group use due to the lack of air conditioning; in addition, the limited availability of athletic fields is a challenge. A thorough analysis is needed of the cost/benefit to the University of providing air conditioning, staffing, and linens for summer housing.

Housing Partnerships. Fitchburg State has a partnership with Mount Wachusett Community College whereby students live at Fitchburg State while attending Mount Wachusett in the fall semester, and are automatically admitted to Fitchburg State in the spring. Previously, this program occupied as many as 150 beds at Fitchburg State, but currently occupies only about 40 beds.

Fitchburg students currently have the option to live in privately-owned off-campus housing at Simonds Hall. The air-conditioned building has capacity for 153 students in shared suites.

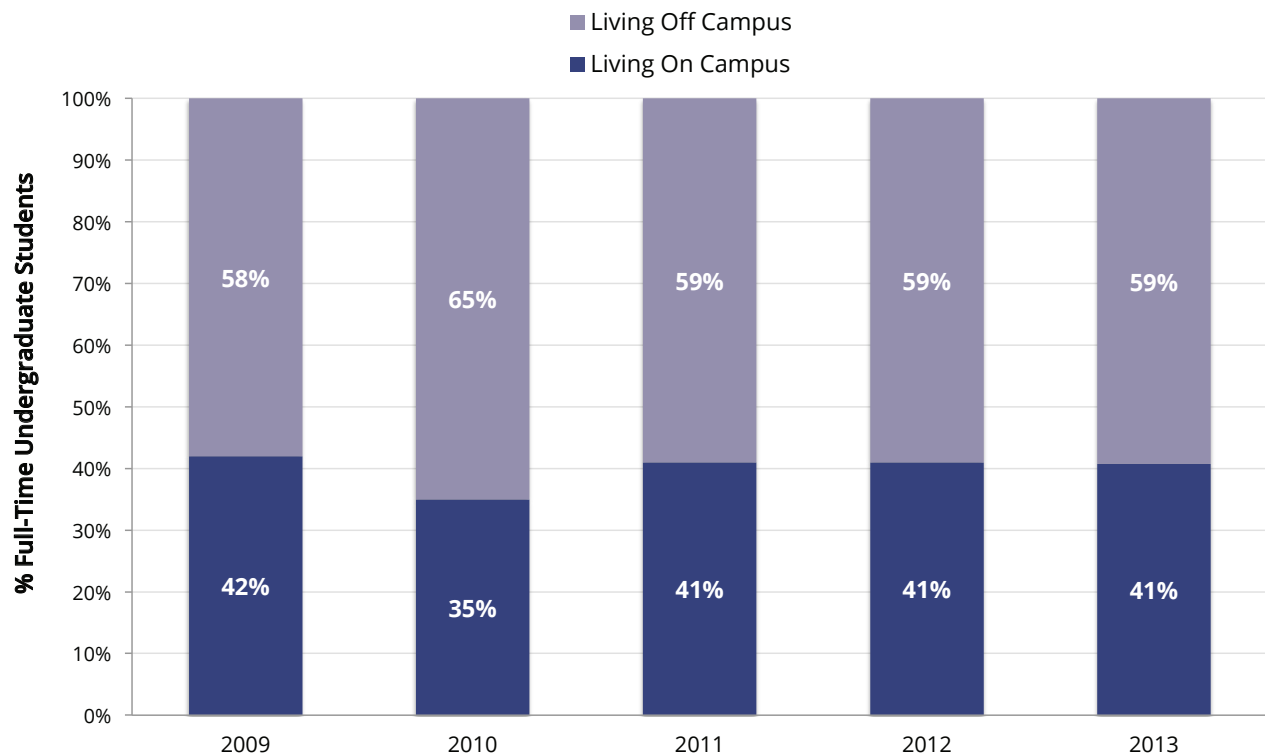
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. Full-Time Undergraduates. The percentage of full-time undergraduate students living in on-campus housing has remained consistent over the past several years. In Fall 2013, 41% of full-time undergraduate students live in on campus.¹ (See Figure 21.)

Figure 21

Fitchburg: Housing Situation of Full-Time Undergraduate Students, Fall 2009-2013

Source: Fitchburg State University, Fall 2014



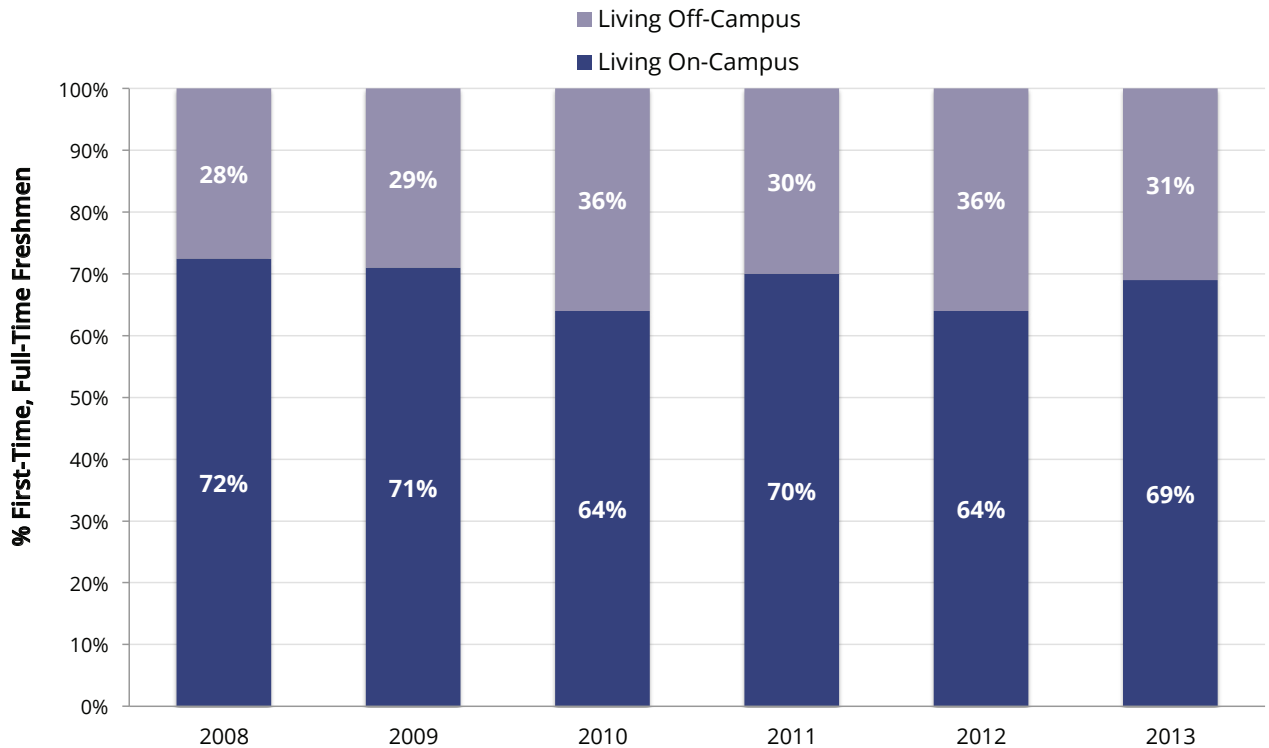
¹Note that the University's own timeline of the percentage of students housed in fall of each year may differ from the percentage reported to the MSCBA in September. There may be additional movement of students in and out of housing throughout the fall. Moreover, there may be a discrepancy from the MSCBA resident count based on whether or not RAs are included in the total.

First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen living on campus fluctuates narrowly from year to year. In Fall 2013, 69% of first-time, full-time Freshmen live in on-campus housing. (See Figure 2J.)

Figure 2J

Fitchburg: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: Fitchburg State University, Fall 2014

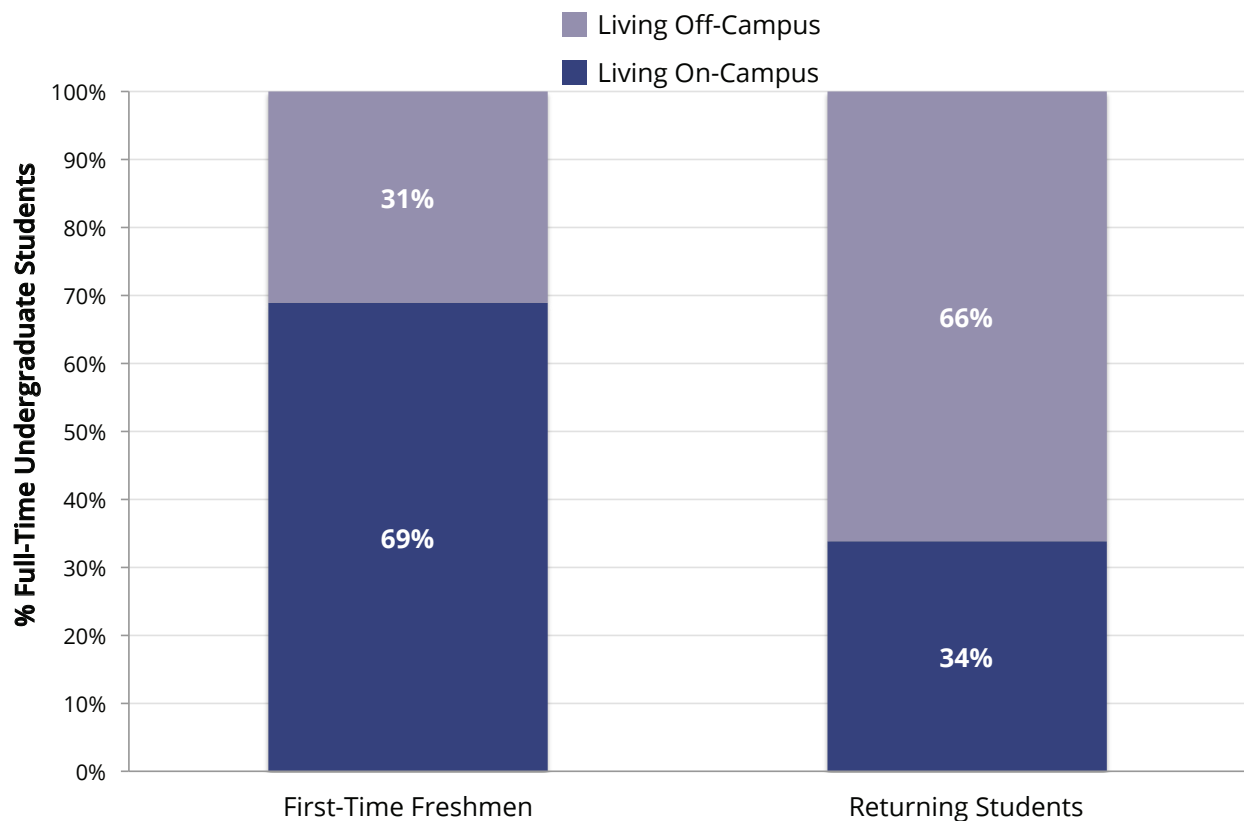


Full-Time Undergraduates by Class. Markedly fewer returning full-time undergraduate students live in on-campus housing than do first-time, full-time Freshmen. Only 34% of returning full-time undergraduates, compared to 69% of first-time, full-time Freshmen, live on campus in Fall 2013. (See Figure 2K.)

Figure 2K

Housing Situation of Full-Time Undergraduate Students by Class Year, Fitchburg State, Fall 2013

Source: Fitchburg State University, Fall 2014



HOUSING PORTFOLIO

Fitchburg State's housing stock consists of six residential complexes, which until the last decade were older residence halls with traditional or apartment-style units. Most have been renewed since 2000. The expansion of Mara Village in 2009 and the conversion of 316 traditional units to suites in Aubuchon Hall contribute to a better balance of housing types for this increasingly residential campus. Half of the six complexes remain traditional style, two are suite-style, and one contains apartments.

Although the older buildings have been upgraded in the past decade, there is still work to be done to the University's residential stock, including some bathroom renovations, upgrade of interior finishes, and other renovations.

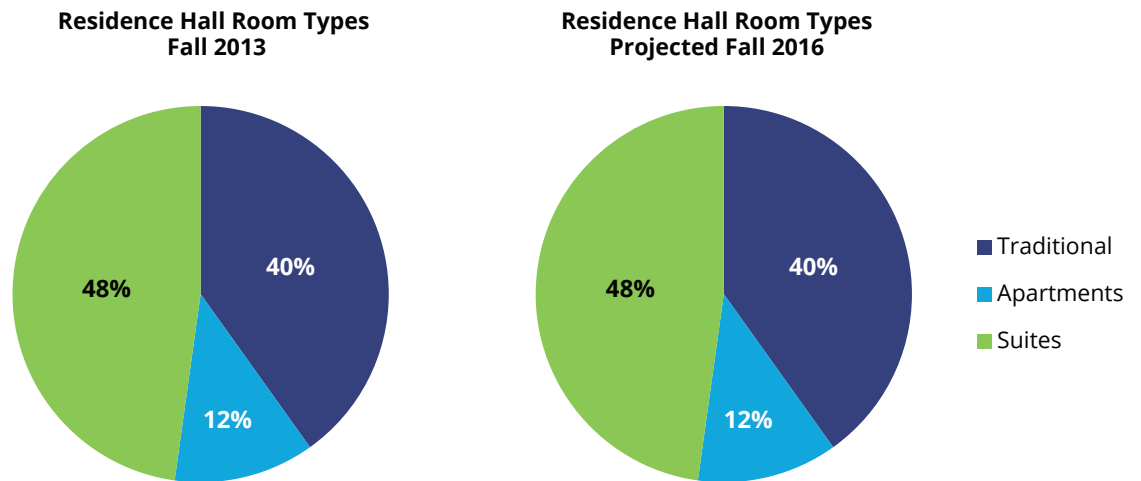
A complete listing of all Fitchburg State residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 2L.)

Although the older buildings have been upgraded in the past decade, there is still work to be done to the University's residential stock, including some bathroom renovations, upgrade of interior finishes, and other renovations.

Figure 2L

Residence Hall Room Types, Fitchburg State

Source: MSCBA, Fall 2014



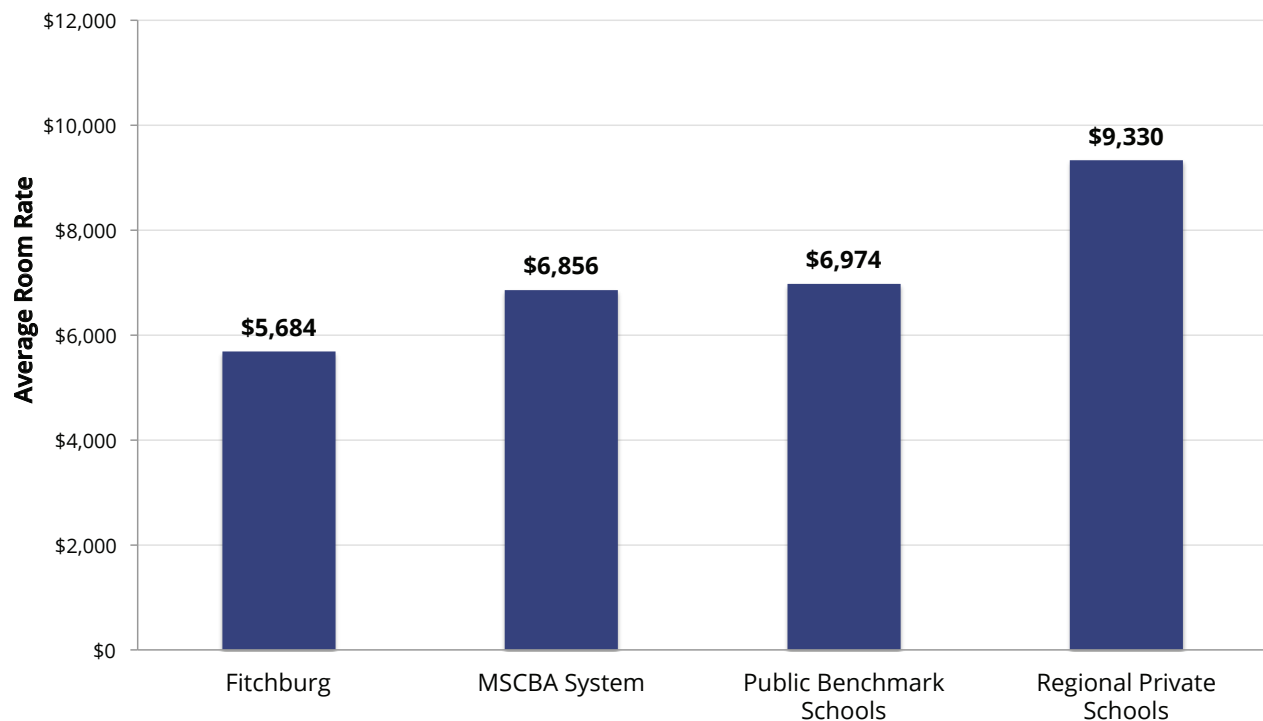
FALL 2014 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Fitchburg State is \$5,684 per academic year. This cost is 17% less than the MSCBA system average, 19% less than its public benchmarks, and 39% less than the regional private schools. (See Figure 2M.)

Figure 2M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



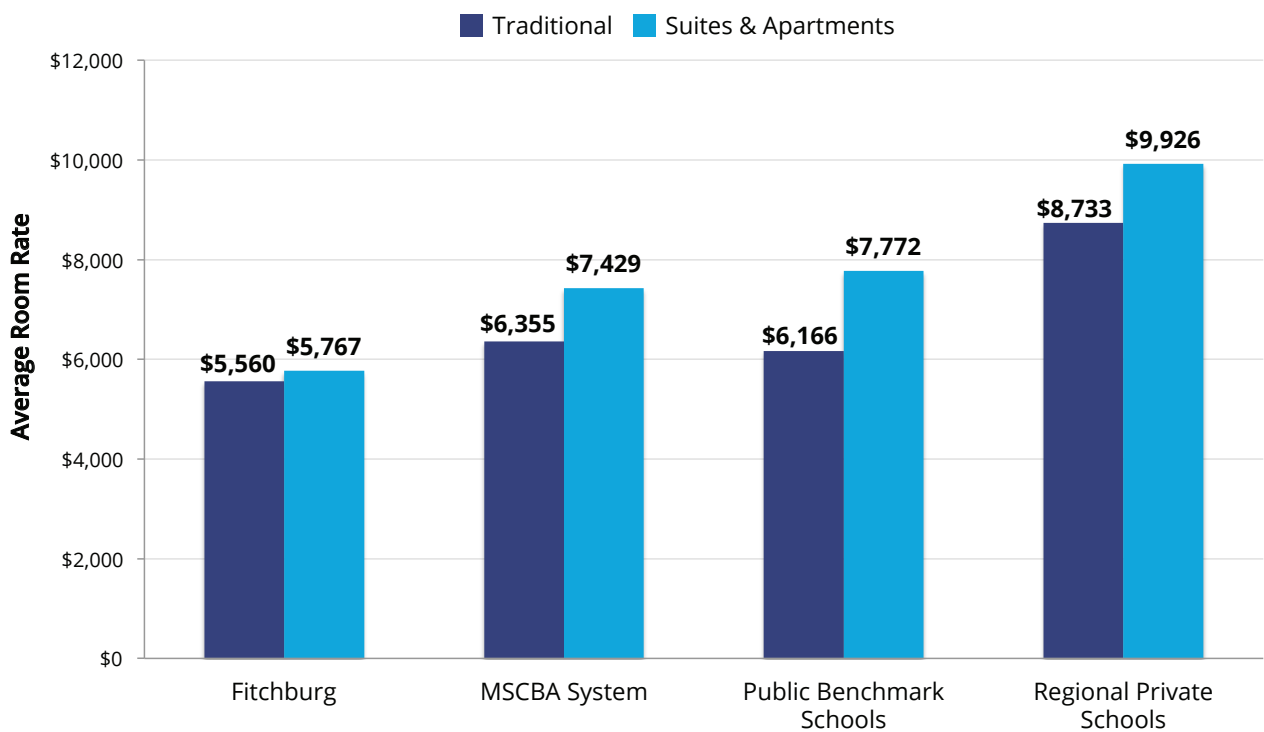
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. Fitchburg State's on-campus apartment and suites are 4% more expensive than on-campus traditional housing. Rents for both on-campus housing options are less expensive than average corresponding costs for the MSCBA, and public and private regional benchmarks. On-campus apartments and suites cost 22% less than the MSCBA average, 26% less than the public benchmarks, and 42% less than the regional private schools. (See Figure 2N.)

Figure 2N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

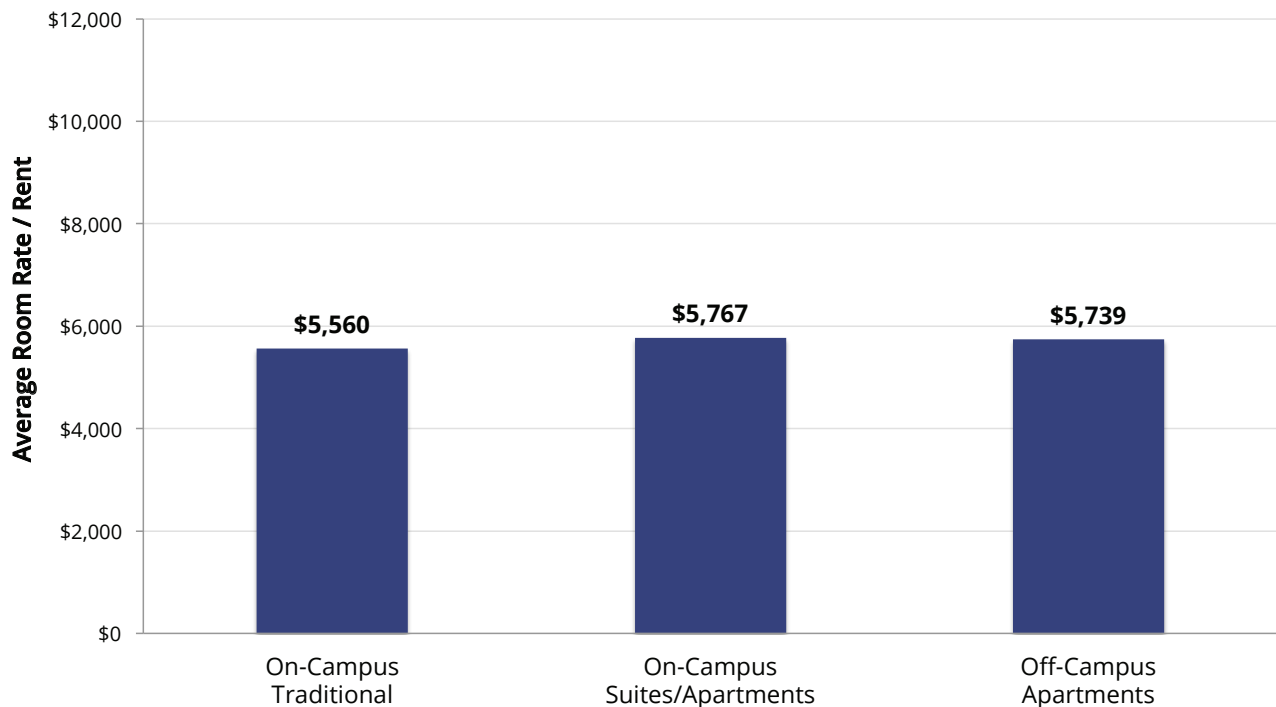
Off-Campus Housing. The average cost of off-campus rent at Fitchburg State is \$5,739, comparable to on-campus housing options. Streets where students who live off-campus reside include: Highland, Orange, Pearl, Cedar, Myrtle and Day. While Fitchburg State's off-campus housing rents are competitive with on-campus rents, and off-campus housing is in fair supply, students do not view it as a desirable option. (See Figure 20.)

While Fitchburg State's off-campus housing rents are competitive with on-campus rents, and off-campus housing is in fair supply, students do not view it as a desirable option.

Figure 20

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Fitchburg State, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Fitchburg State is committed to providing a quality experience for commuters and residential students without significantly expanding its on-campus housing inventory. Assuming minimal growth in enrollment for the next decade, the university is looking for opportunities to accommodate additional housing need through renovations rather than new construction. Fitchburg State is open to exploring the opportunities identified in the latest Aubuchon Hall / Townhouse Apartments study, or to studying off-campus housing options in downtown Fitchburg.

At this time, Fitchburg State views its relationship with the MSCBA as focused on developing student activity functions to support residential and commuter student experience. Such projects include the final phases of Hammond Hall, and expansion to student and varsity athletic facilities. The university also seeks to explore options for collaboration with DCAM, and new funding opportunities through the MSCBA to support academic projects such as a theatre space, business center and child care facility.

Parking remains an issue, and the university would like to restudy various possibilities, including an aboveground parking structure. A final project currently being explored is the development of a mini Performing Arts Center.

Fitchburg State's 2009-2014 Strategic Plan identifies six overarching goals, including Goal 6. Build and maintain a high quality campus. Three of the key areas covered under Goal 6, Student experience and engagement, Capital projects and financial resources, and Cultural changes each have objectives that may be relevant to residential life.

Student experience and engagement

1. Balance academic and student life
2. Increase student satisfaction with services
3. Improve transfer student experience
4. Increase commuter students' engagement
5. Maintain and enhance student support
6. Enhance academic advising
7. Further the integration of student life programming with curricular goals
8. Increase student participation in daytime and weekend activities

Capital projects and Financial Resources

1. Reduce overall consumption of energy and natural resources by the campus
2. Continue to update the comprehensive master plan for facilities

Cultural Changes

1. Explore the development of programs to increase student participation in campus life
2. Implement a plan to engage the campus to achieve a culture of diversity

The following section demonstrates some of the ways that Fitchburg State may be addressing these goals and objectives through current and future housing initiatives.

Figure 2P**MSCBA Projects**

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Aubuchon Hall	Bathroom Renovations	\$5,298,000
Aubuchon Hall	Heating System Replacement	5,222,000
Hammond Campus Center	Addition and Renovations	25,822,000
Hammond Campus Center	Interior Renovations	11,000,000
Hammond Campus Center	Roof/HVAC Replacement	5,400,000
Aubuchon Hall	Roof, Interior Finishes, 18 New Beds	4,604,994
Hammond Campus Center - Phase 4 - Library	Library Renovations - 1st and 2nd Floor	13,600,000

2015: Projects Underway

Hammond Campus Center	Library Renovations - Upper Floors, Plaza Improvements	16,000,000
Mara Village	Replace Roofs	1,500,000

2016 and Beyond: Future Projects Anticipated

Townhouse Apartments	Fire Protection, Bathroom Renovations, Interiors	5,000,000
Russell Towers	Bathroom Renovations	2,500,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Fitchburg State currently has many housing renovation projects underway or planned.



POTENTIAL HOUSING INITIATIVES

As Fitchburg does not intend to build more housing, they are turning to interior space and finishes renovations and exterior enhancements to modernize their residence halls. Adding air-conditioning to the residence halls has been mentioned in two contexts. First, providing air-conditioning in the residence halls during the academic year would appeal to students and their families during the admissions process. More important, air-conditioning could potentially help the University build summer programming with outside groups; the Mara 8 air-conditioning project will be a test case for whether Fitchburg can fill its housing in the summer. Another desired enhancement is to provide modern, modular furniture for the residence hall common spaces that can be used for both social and more academic purposes. Outdoor spaces and courtyards of several residence halls are also in need of upgrading.

There is interest in exploring tech suites, smart classrooms, and faculty-in-residence in residence halls to further the bridging of living and learning. To make efficient use of the buildings, the University would like to see investigation of flexible spaces that could be used for RA programming, tutoring, and other academic and extra-curricular purposes.

The University remains committed to the development of private off-campus student housing, but a future goal might be for the University to purchase and to manage the current off-campus housing known as Simond's Hall.

POTENTIAL CAMPUS INITIATIVES

In the short term, the University is focused on the continued renovation of academic facilities in order to provide state-of-the-art teaching and learning facilities. For the immediate future, that will include the continued phased renovation of Percival Hall to accommodate the Business Administration department and McKay Hall to accommodate the Behavioral Science department. Work will also continue on the development of a mini-chilled water plant for the south end of the campus in effort to increase efficiency by eliminating the numerous smaller condenser units currently located around that portion of the campus.

V. SUMMARY

From a space point of view, Fitchburg's housing is still oversubscribed, and they have not yet met their campus goal of housing 50% of full-time undergraduate students. Over the next 10 years, even with fluctuations in the size and composition of the undergraduate student body, it is unlikely that Fitchburg will deviate too far from its 50% goal. In the meantime, the University will focus on the renovations needed to enact their developmental student housing program, such as providing living-learning communities or housing first-year students together, and will continue to enhance their housing with interior space and finishes renovations and exterior enhancements.



Framingham

State University

FRAMINGHAM STATE UNIVERSITY

2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,429
Undergraduate Student Enrollment	4,584
Full-Time Enrollment	3,884
Part-Time Enrollment	700
Graduate Student Enrollment	1,845

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	34%
From Massachusetts	97%
From Out-of-State	3%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	91%
Male	36%
Female	64%
Minority <i>Students with Known Race/Ethnicity</i>	23%
Asian	2%
Black	8%
Hispanic	9%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	34%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	73%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	52%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	50%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent, Fall 2013	103%
Design Capacity, Fall 2013	1,893
Actual Occupancy, Fall 2013	1,946
Design Capacity, Fall 2016 <i>Includes New Beds¹</i>	1,931

RENTS

Average On-Campus Rent, Fall 2014	\$6,898
Average Off-Campus Rent, Fall 2014	\$9,840
Average Public Benchmark Schools Rent, Fall 2014	\$7,259
Average Regional Private Schools Rent, Fall 2014	\$8,306
Average MSCBA System Rent, Fall 2014	\$6,856

¹West Hall, a new residence hall expected to open in Fall 2016, will replace beds lost from the conversion of O'Connor Hall to office space.

Map 3A

Campus Map - Framingham State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Framingham State University (Framingham State) was founded in 1839 as the first public normal school in America. The University now offers a wide variety of programs in fields ranging from business to the sciences to fashion. In recent years, the University has begun positioning itself as a leader in STEM (Science, Technology, Engineering, Mathematics) education. Today the University offers 32 undergraduate majors and 27 graduate programs.

The 2012 to 2017 Strategic Plan is focused on three overarching goals: Expand Opportunity, Development Community, and Promote Student Success. This Strategic Plan was preceded by the development of a new Mission Statement (approved by the All University Committee, the Board of Trustees and the Massachusetts Board of Higher Education), an accompanying Vision Statement and a Statement of Core Values. These foundational statements informed and guided drafting of functional plans in nine areas that were the basis for development of the strategic “plan of plans”: 1) Academic Plan, 2) Assessment Plan, 3) Capital Plan, 4) Campaign Plan, 5) Climate Action Plan, 6) Diversity and Inclusion Plan, 7) Enrollment Plan, 8) Technology Plan, and 9) Financial Plan. Framingham State also recently concluded an update to its Master Plan.

Framingham State signed the American College and University Presidents Climate Commitment in 2007, agreeing to a reduction in the university's greenhouse gas emissions and energy consumption. The Princeton Review named Framingham State a “Green College” in 2010, 2011, 2013, 2014, and again in 2015.

CAMPUS PHYSICAL DEVELOPMENT

Framingham State is situated on a distinctive 54.36-acre hillside campus in the suburban town of Framingham, about 20 miles west of downtown Boston. The campus fabric mixes historic and contemporary buildings with collegial and naturalistic landscapes. Recent projects have sought to maintain the integrity of this fabric, and to respect the “small New England College” feeling of the campus.

North Hall, the University's first stand-alone new building in three decades, serves as the heart of recent campus expansion. Standing on a prominent corner off State Street, the building gave the campus a new visual identity, and provided 410 new beds in a mix of four-person suites and conjoined singles and doubles with semi-private baths. These new residential units were particularly welcome because they offered students a range of options previously in short supply. The North Hall lawn also provided open outdoor space that was important not only for the residents, but also for the entire campus community.

The new construction of which North Hall is part of a larger capital plan that extends to 2018 and comprises more than \$175.5 million of planned construction. Highlights include a \$77.4 million science building project, as well as extensive renovations to the existing O'Connor Hall. More modest but still visible improvements include a new entrance on State Street, new parking lots, and the further renovation and resident dining hall expansion of the Framingham State McCarthy Center.

An additional residence hall, West Hall, is planned for Fall 2016 on the site of the current Maynard St. parking lot. This 96,000 square foot hall will provide 316 beds, most of which are replacement beds for those lost in the repurposing of O'Connor Hall. Bedrooms will be configured in semi-suites of doubles and singles with suite bathrooms. Design will include floor kitchenettes, lounges and ground floor amenities such as a game room and laundry.

II. STUDENT BODY

ENROLLMENT

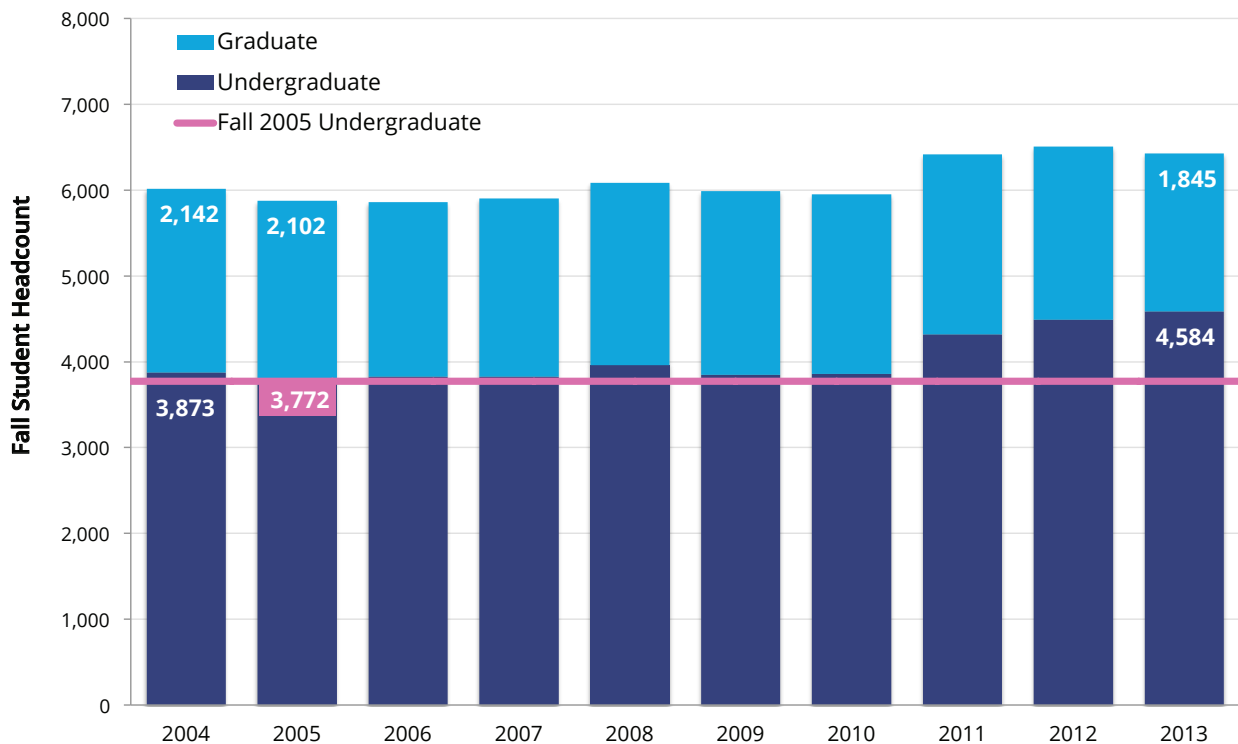
Overall Enrollment. Framingham State's Fall 2013 overall enrollment of 6,429 students is 9% greater than it was 10 years ago in Fall 2004. During the last decade, the undergraduate population increased significantly (18%), by about 700 students. The graduate student population declined 14%, about 300 students.

Unlike many of the other State Universities, a large portion of Framingham State's students are graduate students, although graduate students as a proportion of all students has declined from 35% in Fall 2010 to 29% in Fall 2013. (See Figure 3A.)

Figure 3A

Student Enrollment, Framingham State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



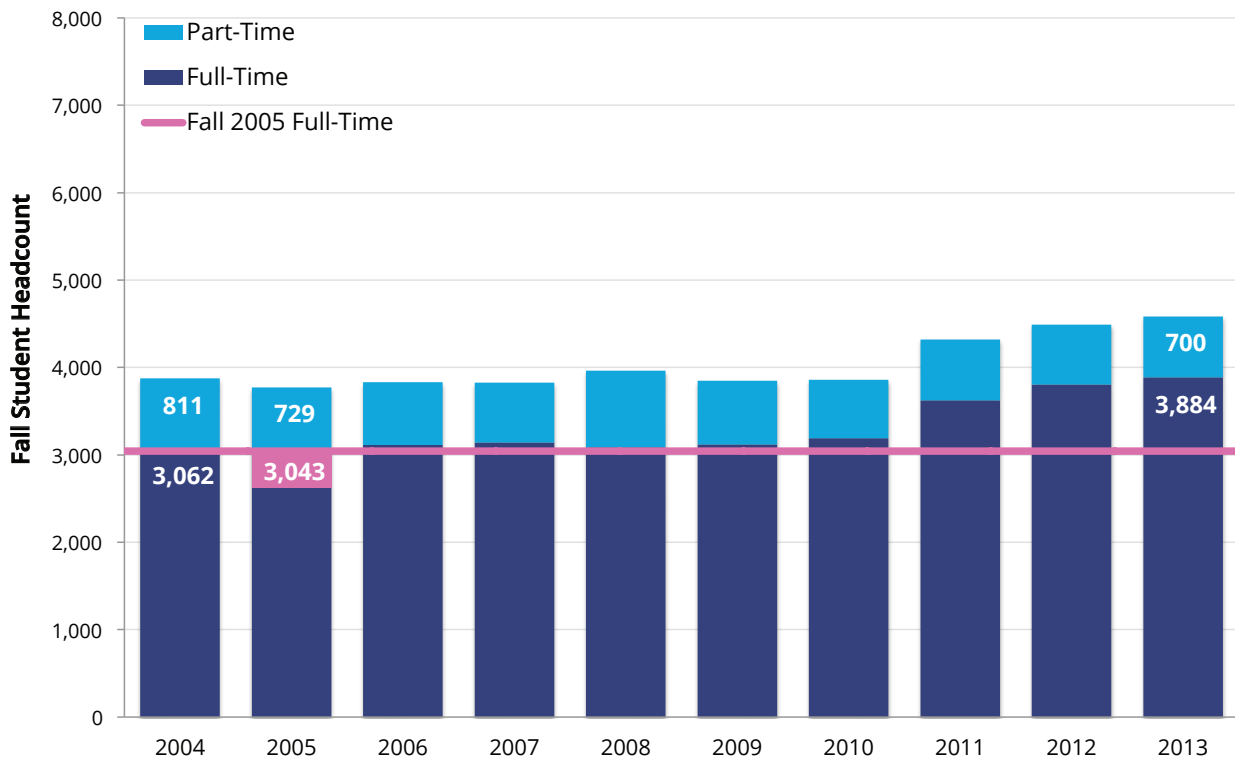
Undergraduate Enrollment. In Fall 2013, Framingham State enrolled 4,584 undergraduate students. The number of full-time undergraduates grew 27% over the past decade (822 students), while the part-time population declined 14% (111 students). The proportion of undergraduate students who were full-time grew from 79% in Fall 2004 to 85% in Fall 2013. Framingham State continues to anticipate a small but steady undergraduate enrollment increase in the next few years. (See Figure 3B.)

The number of full-time undergraduates grew 27% over the past decade (822 students), while the part-time population declined 14% (111 students).

Figure 3B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Framingham State, Fall 2004-2013

Source: Framingham State University, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged students (18-24) constitute the majority of Framingham State's undergraduate enrollment. In Fall 2013, the full-time undergraduate population is 64% female.

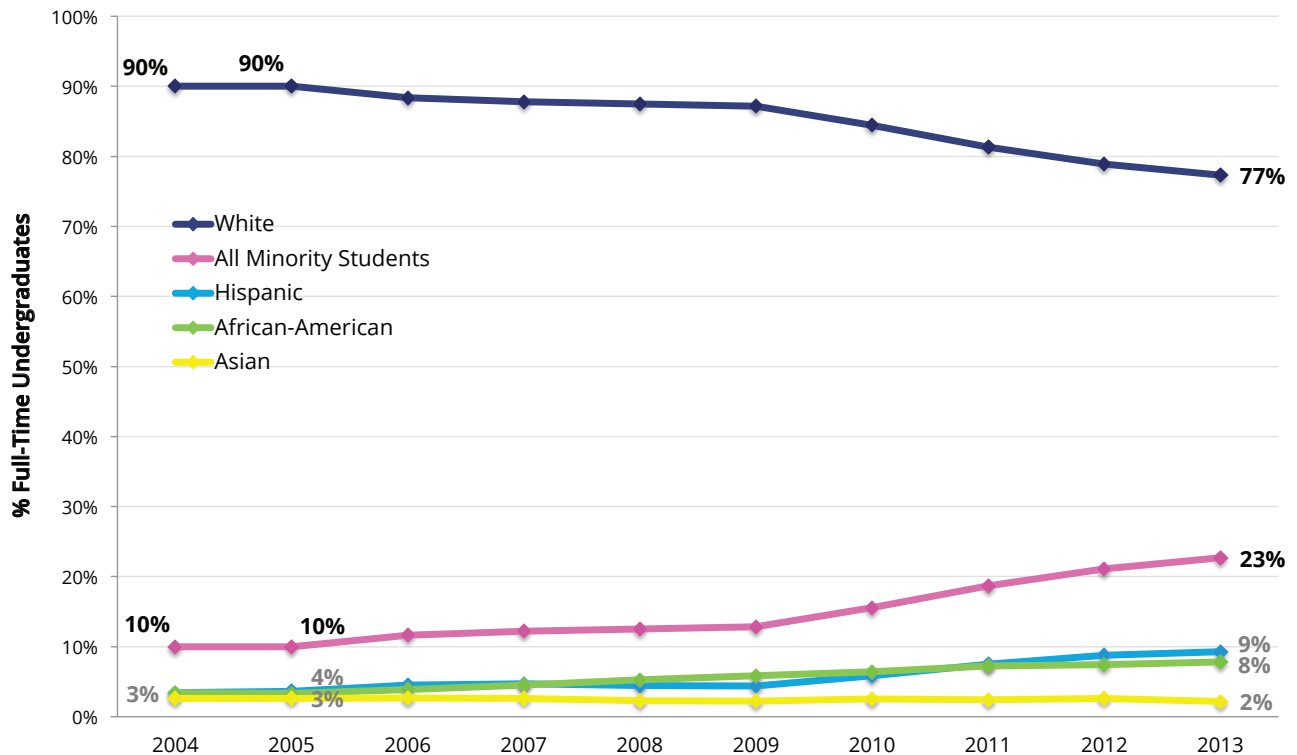
The percent of full-time undergraduates who are minority students has been growing strongly over the last decade, from 10% in Fall 2004 to 23% in Fall 2013. Both the Hispanic and African-American undergraduate full-time student populations have increased about 5% over the past decade. (See Figure 3C.)

The percent of full-time undergraduates who are minority students has been growing strongly over the last decade, from 10% in Fall 2004 to 23% in Fall 2013.

Figure 3C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Framingham State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. 97% of Framingham State’s full-time undergraduate population comes from Massachusetts; the remainder of its enrollment is drawn from 23 other states. The University draws a great number of its in-state students from the surrounding Boston-area towns and cities. Overall, 67% are from Middlesex, Worcester, and Norfolk Counties, and fewer than 1% are international students. (See Map 3B and Figure 3D.)

97% of Framingham State’s full-time undergraduate population comes from Massachusetts; the remainder of its enrollment is drawn from 23 other states.

Map 3B

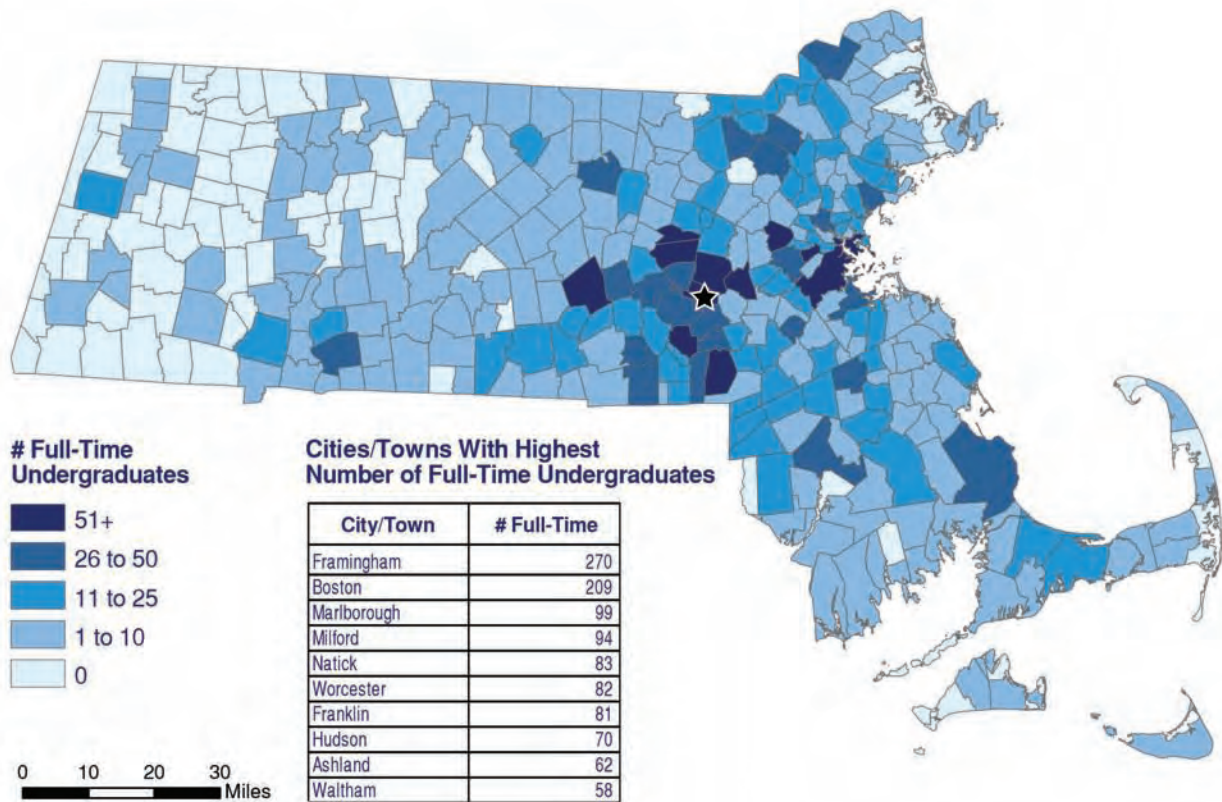
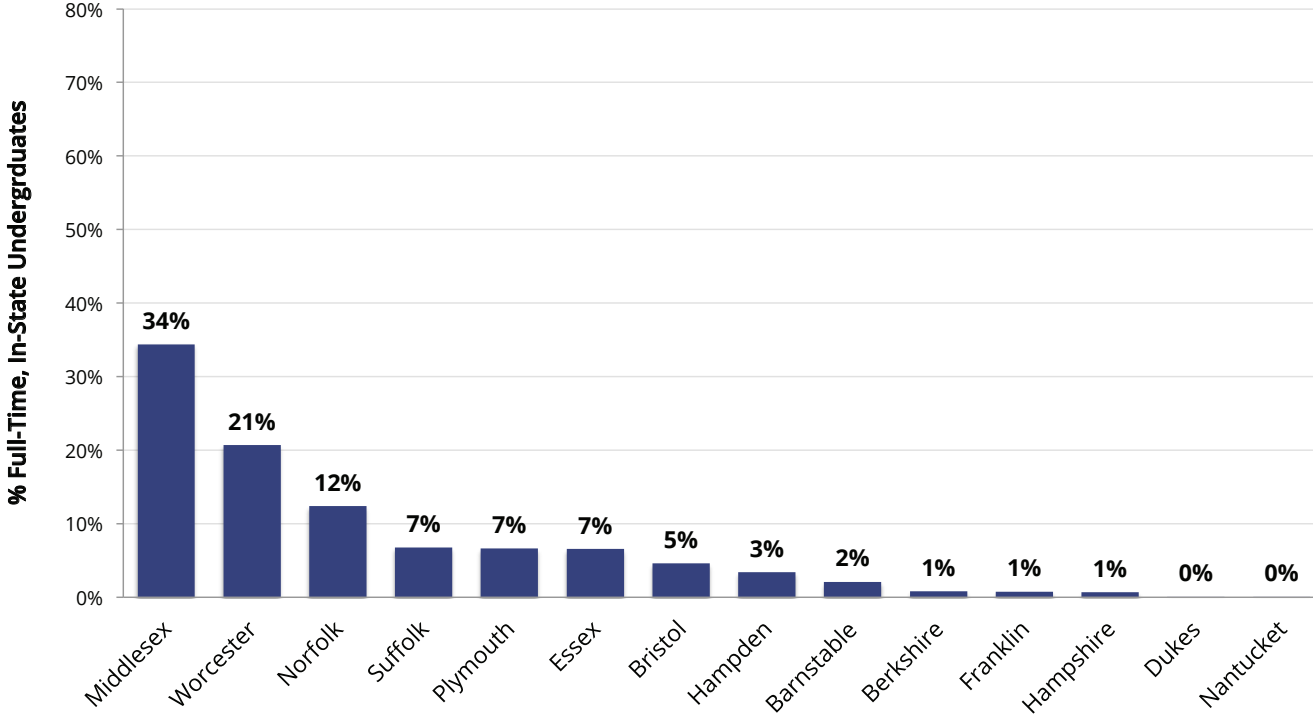


Figure 3D

Counties of Residence of Full-Time, In-State Undergraduate Students, Framingham State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

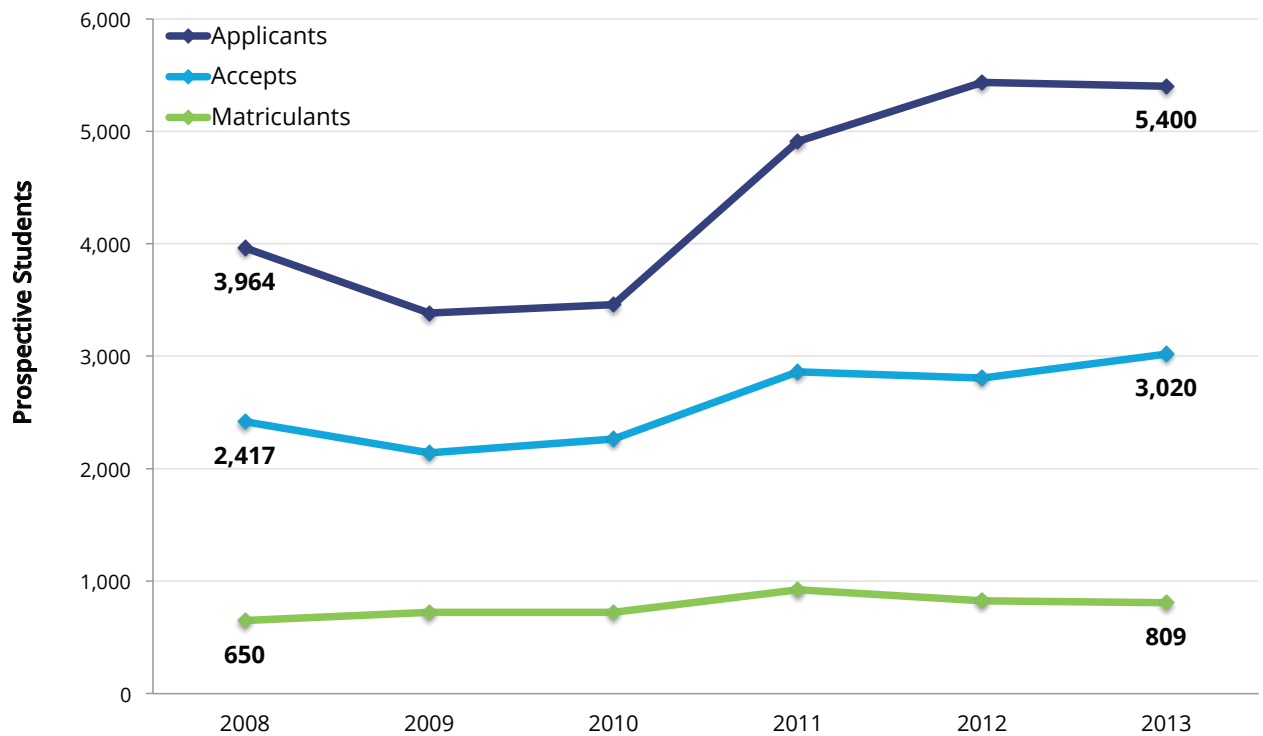
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Since Fall 2008, the number of first-time Freshmen declined, rose strongly, and then leveled off; overall, applications rose 36% since Fall 2008. During this same time period, the number of matriculants increased 24% (159 students). (See Figure 3E.)

Figure 3E

First-Time Freshman Admissions, Framingham State, Fall 2008-2013

Source: Framingham State University, Fall 2014



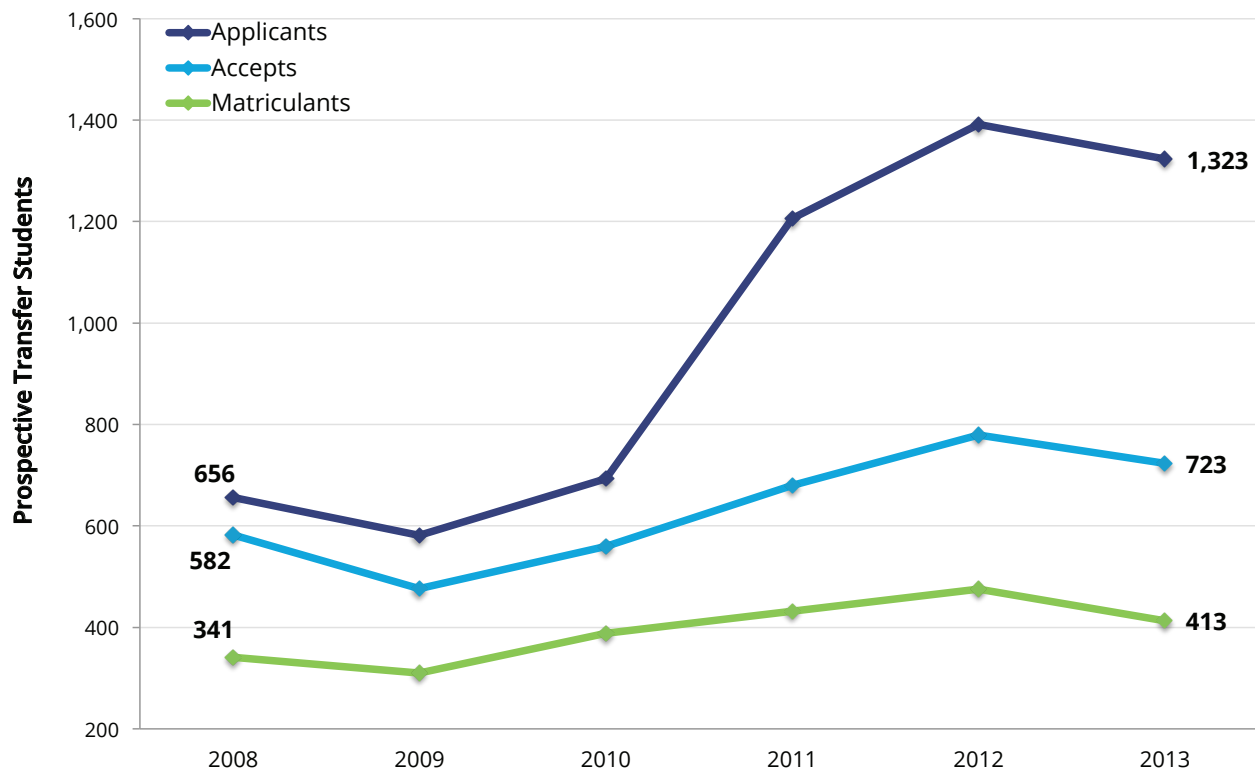
Transfer Admissions. The University has more than doubled their transfer applications since Fall 2008. This has allowed the University to become more selective in accepting transfer students; in the Fall of 2008 they accepted 89% of applicants, while in the Fall of 2013 they accepted only 55%. The number of transfer matriculants peaked at 475 students in 2012, a 39% increase since Fall 2008, but has since declined to 413 students.

Framingham State participates in MassTransfers and the Joint Admission agreement with the state community colleges. MassBay Community College is located in Framingham, which gives it a close connection to Framingham State. Framingham State also has an unusual collaboration with North Essex Community College for a Sign Language program that is conducted on the North Essex campus and, thus, limits the need for additional classroom space at Framingham State. (See Figure 3F.)

Figure 3F

Transfer Admissions, Framingham State, Fall 2008-2013

Source: Framingham State University, Fall 2014



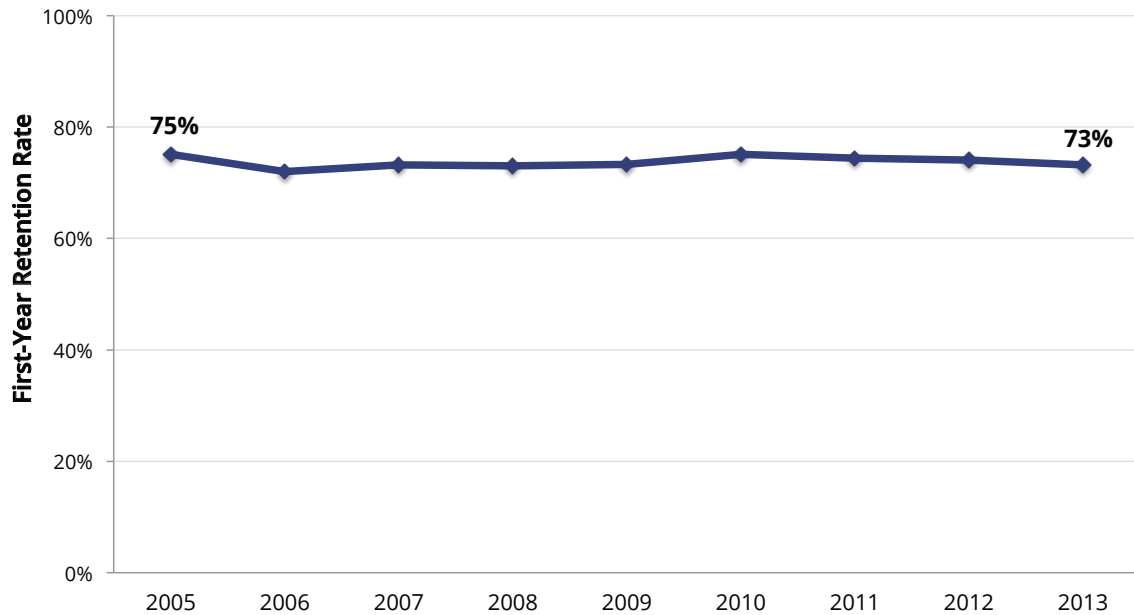
Recruitment and Retention. Framingham State has developed new recruitment strategies, including focusing on Boston and underserved populations.

The University's retention rate has fluctuated between 72% and 75% throughout the past decade, and is 74% in Fall 2013. (See Figure 3G.)

Figure 3G

First-Time, Full-Time Freshman Retention Rate, Framingham State, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

The mission of the Office of Residence Life is to create and maintain a caring and disciplined residence hall community that supports learning and student success. Accordingly, the office values and promotes safety, diversity, responsible citizenship, intellectual inquiry, and academic pursuit. The office is also committed to fostering a climate that is responsive to the developmental needs of resident students and where the traditions and heritage of Framingham State University are recognized and honored.

- Excerpt from the Framingham State 2013-14 Guide to Residence Living

DEMAND

In Fall 2011, with the opening of North Hall, Framingham State housed 53% of its undergraduate population, the first time it had been able to meet its goal of housing at least 50% of its full-time undergraduate students. By Fall 2013, the percent housed had dropped to 50%, and with the opening of the new hall in 2016, it is anticipated that the it may dip below 50%.

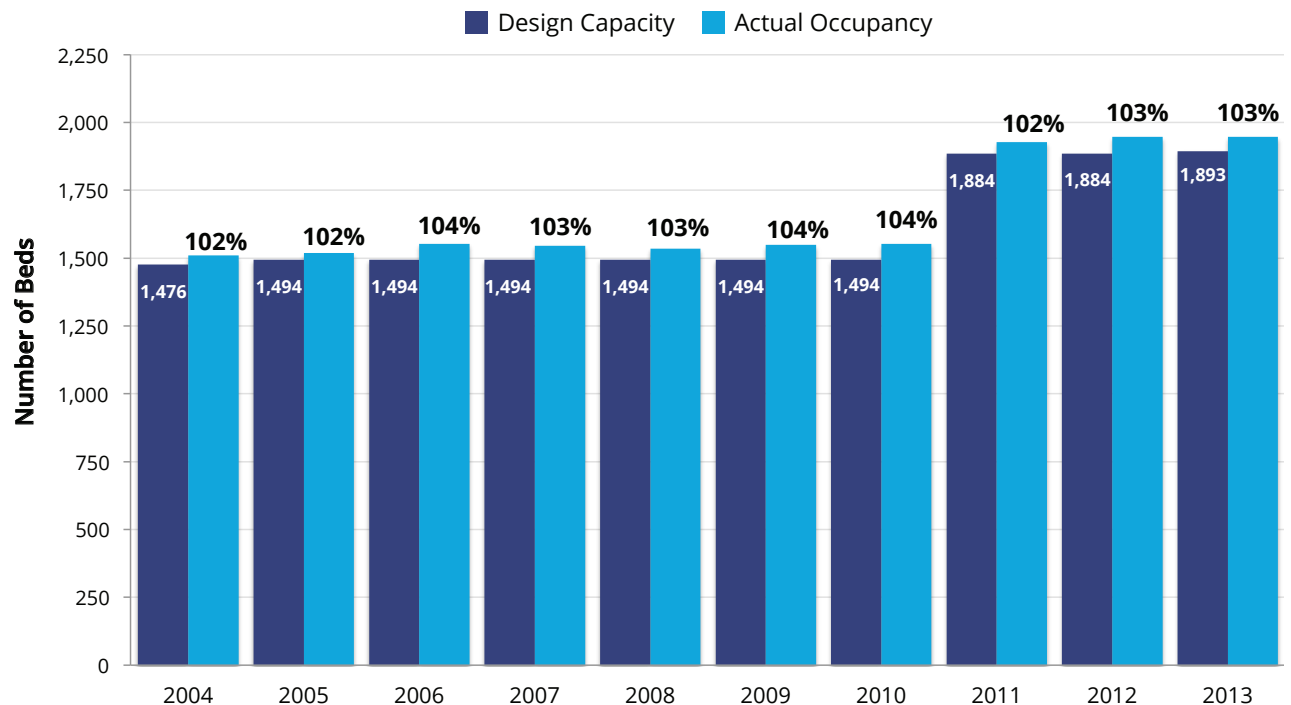
The University planned its new residence hall, West Hall, which will open in Fall 2016, in response to several factors: increasing enrollment, the significant cost of off-campus housing options, strong student interest in participating in the residential aspects of campus, and the repurposing of O'Connor Hall into office space. Design occupancy in Fall 2016 is intended to be sufficient to house at least 50% of full-time undergraduate students. However, of note, the projected design capacity for Fall 2016 (1,931 students) is somewhat less than the number of students housed in Fall 2013 (1,946).

Occupancy. Despite the strong increase in design capacity in Fall 2011 with the opening of North Hall, the demand for housing is strong and occupancy continues to remain above 100% in Fall 2013. (Typically, housing has been over-capacity in the fall, and under capacity in the spring.) This pressure should be alleviated with the opening of West Hall in 2016. (See Figure 3H.)

Figure 3H

Housing Occupancy, Framingham State, Fall 2004-2013

Source: MSCBA, Fall 2014



Summer Use of Housing. Currently, the University does not have significant summer use of its housing. One reason for limited summer demand from students may be affordability – students needing to work between academic semesters. Another may be the lack of a central campus office for marketing summer use of residence halls. The University has begun to institute summer camps and may provide a housing option in the future; a new Director of University Services is heading up these auxiliary operations initiatives. A new 12-month housing option will be instituted beginning in Fall 2015.

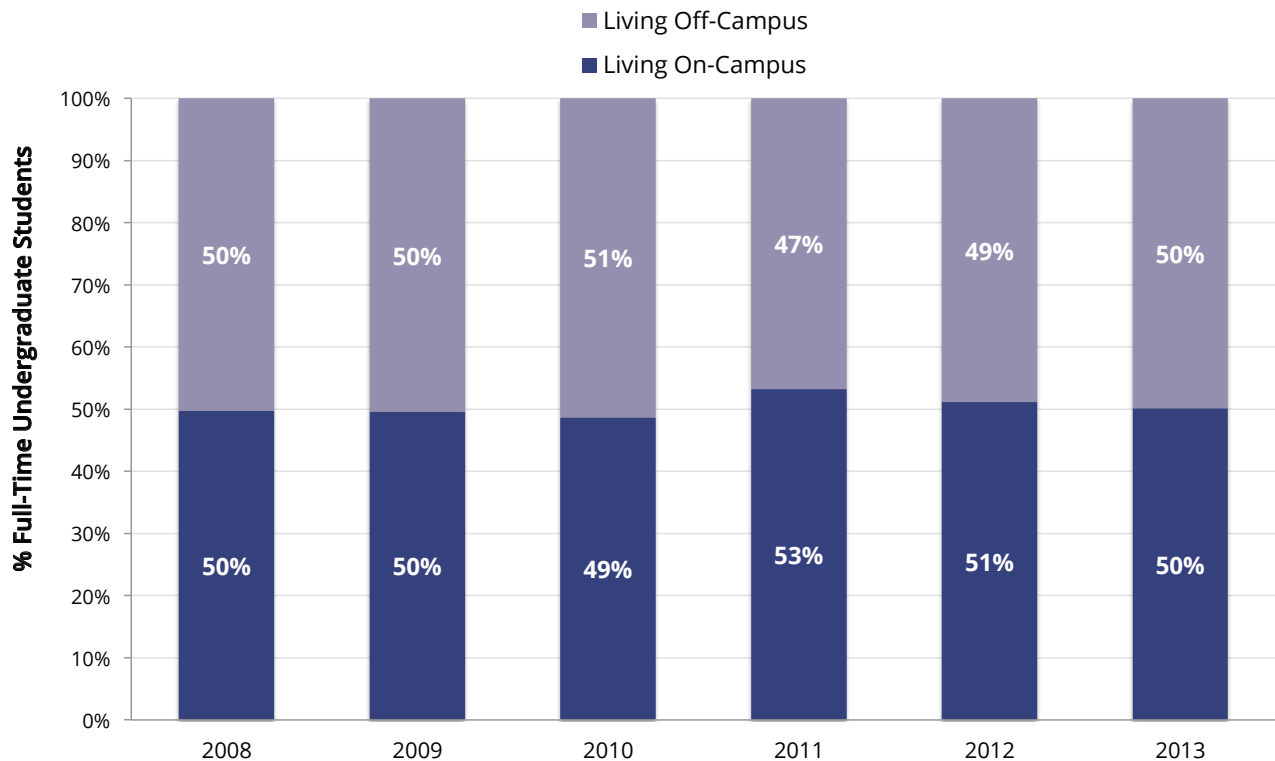
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. There is no housing requirement at Framingham State, but as the University maintains a small New England town feeling, on-campus housing is highly desirable to first-time, transfer, and continuing students. The percentage of full-time undergraduates living on campus has remained at or about 50% for the last five years. In Fall 2013, exactly half of full-time undergraduate students live in on-campus housing. (See Figure 31.)

Figure 31

Framingham: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Framingham State University, Fall 2014

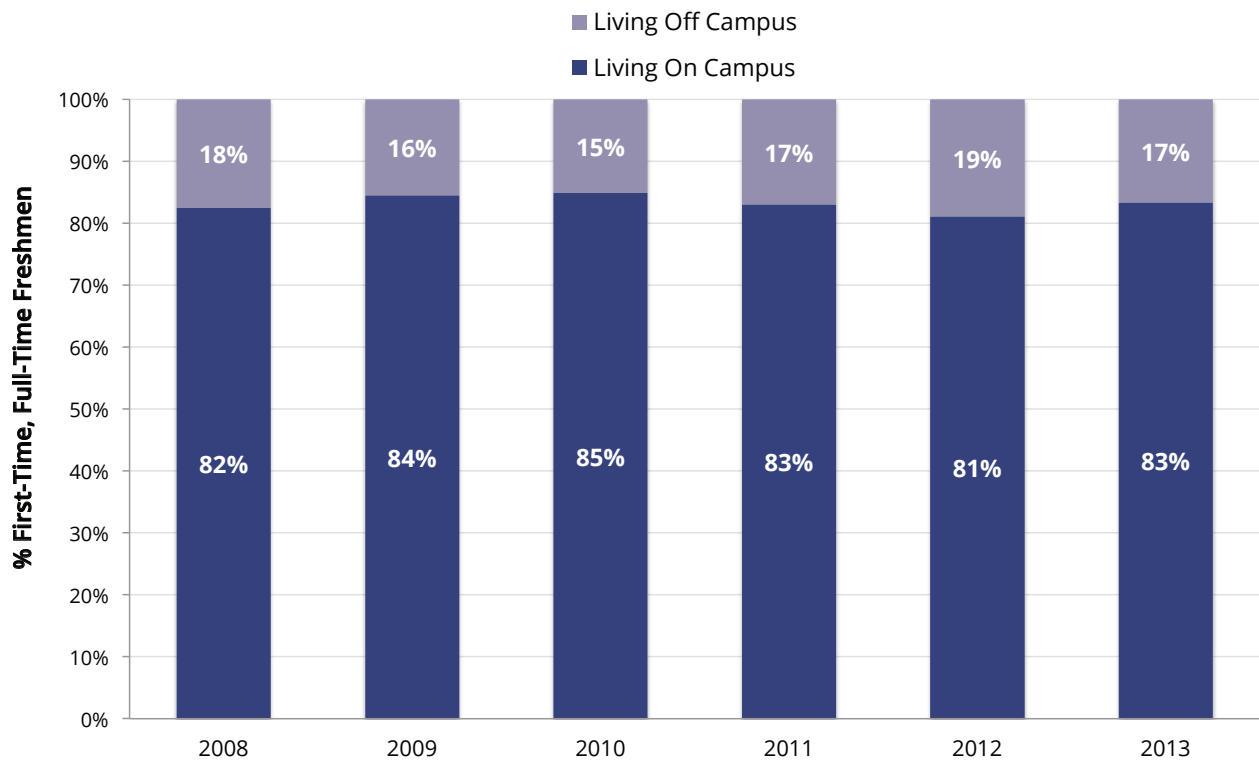


First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen living in on-campus housing is similarly stable; it has remained between 81% and 85% for the past five years. In Fall 2013, 83% of first-time, full-time Freshmen live on campus. (See Figure 3J.)

Figure 3J

Framingham: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: Framingham State University, Fall 2014

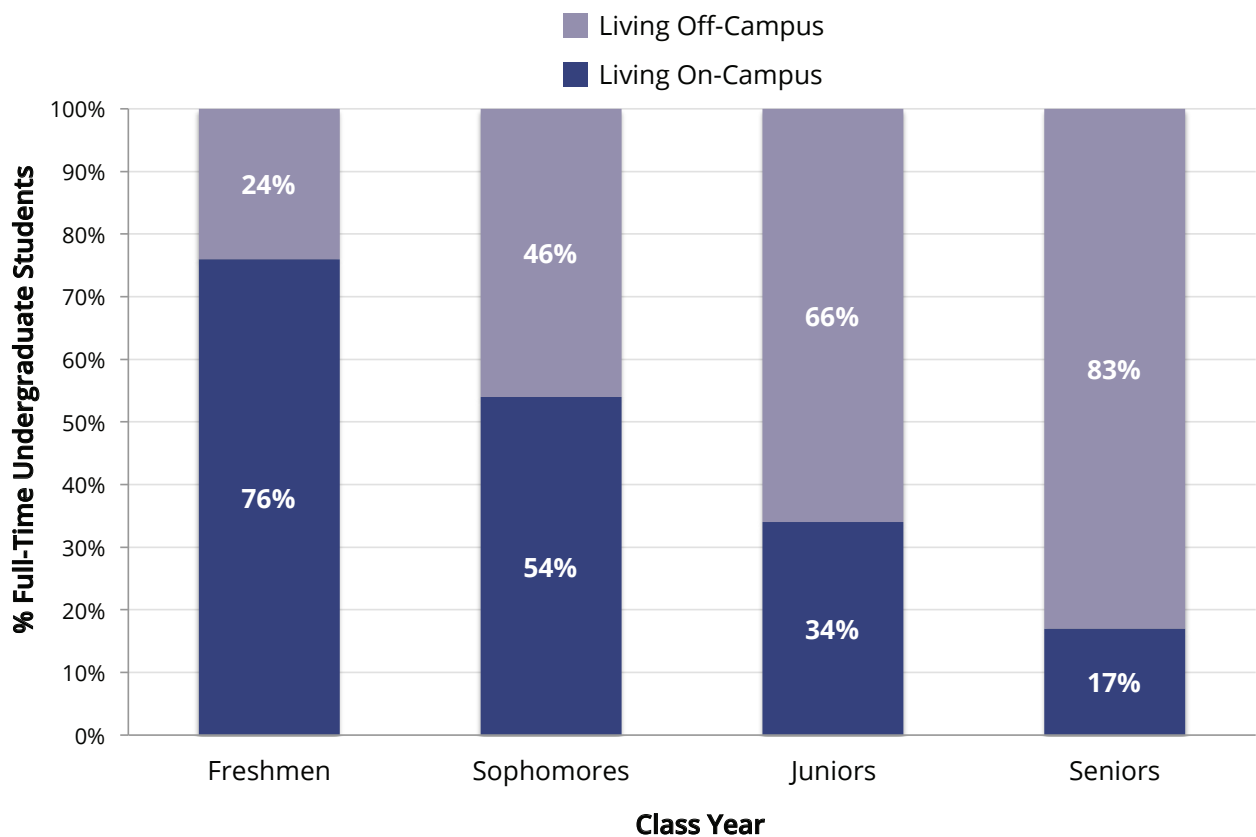


Full-Time Undergraduates by Class. The percentage of full-time undergraduates² living on campus in Fall 2013 is lower for each subsequent class. (Note that while 83% of first-time, full-time Freshmen live on campus in Fall 2013 (Figure J), only 76% of all full-time Freshmen, which include transfer students and other second-year students with Freshman status, live on campus.) More than half of full-time Sophomores also live on-campus in Fall 2013 (54%). (See Figure 3K.)

Figure 3K

Housing Situation of Full-Time Undergraduate Students by Class Year, Framingham State, Fall 2013

Source: Framingham State University, Fall 2014



² 'First-time, full-time Freshmen' is a slightly different population than 'full-time Freshmen,' which includes transfer and other non-first-time students who still maintain Freshmen status based on credits.

HOUSING PORTFOLIO

In Fall of 2013, 74% of Framingham State's housing takes the form of older, traditional residence halls, all of which have been renewed by the Authority since 2000 and which continue to be serviceable. The opening of the West Hall housing, which is configured as semi-suites, and is proposed for Fall 2016, will expand the range of on-campus suites, further enhancing the appeal of on-campus living; the number of suites will grow from 490 beds in Fall 2013 to 806 beds in Fall 2016. In Fall 2016, the campus beds will be 59% traditional and 41% suites.

Campus dining was recently expanded, and students now report having a significantly better dining experience. As a bonus, the new campus dining provides an additional function space for campus.

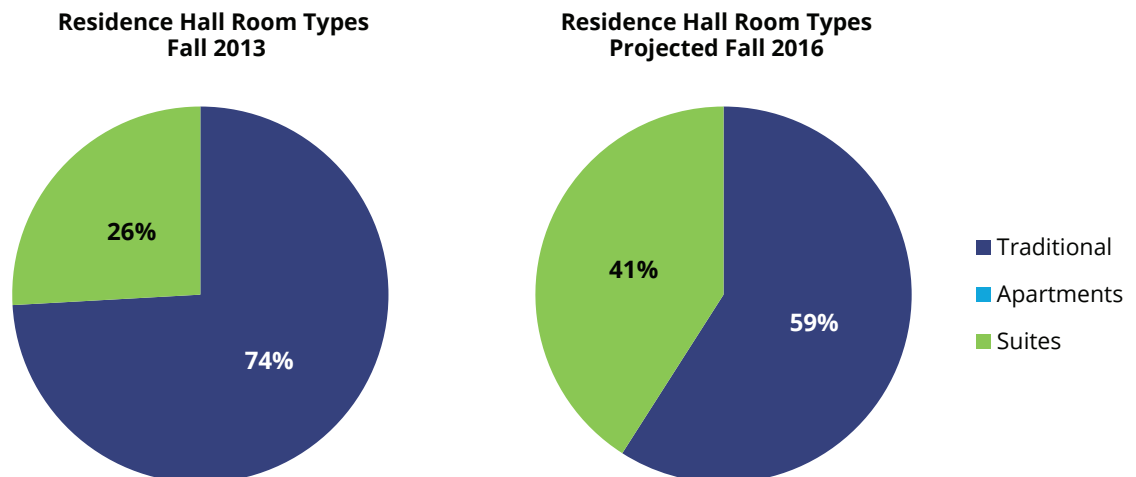
A challenge for the campus is that it is situated in a very public area, providing easy entrance to campus by both desired and undesired visitors. Residence halls have cameras and security desks at each entry, and visitor's bags are checked.

A complete listing of all Framingham State residence halls, including information on construction and renovation dates, square footage, and room styles, is included in the Appendix. (See Figure 3L.)

Figure 3L

Residence Hall Room Types, Framingham State

Source: MSCBA, Fall 2014



FALL 2014 RENTAL CONTEXT

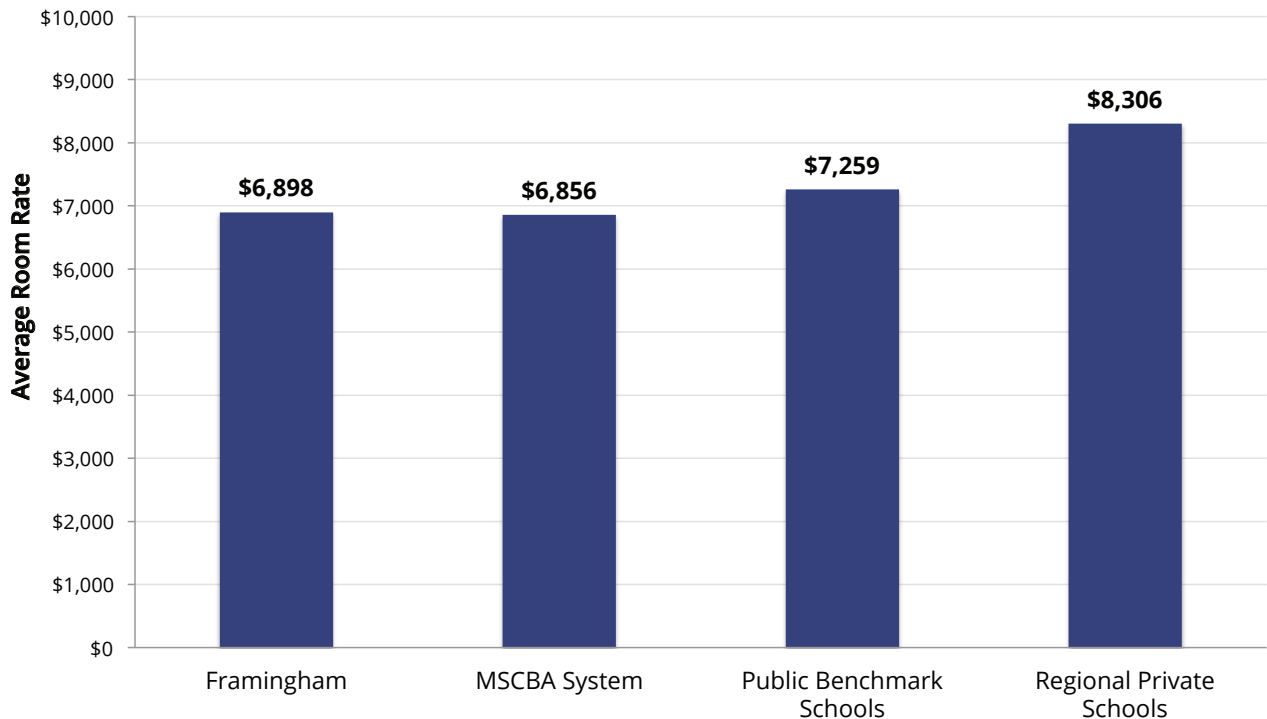
Overall Cost. The average cost of on-campus housing at Framingham State is \$6,898 per academic year, a cost which is almost equivalent to the MSCBA average rent; 5% less than that of public benchmarks; and 17% less than that of its regional private benchmarks. (See *Figure 3M.*)

Rents for off-campus properties are 17% higher than those of on-campus options; a factor that likely contributes to the high demand for, and overcrowding of, on-campus housing.

Figure 3M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



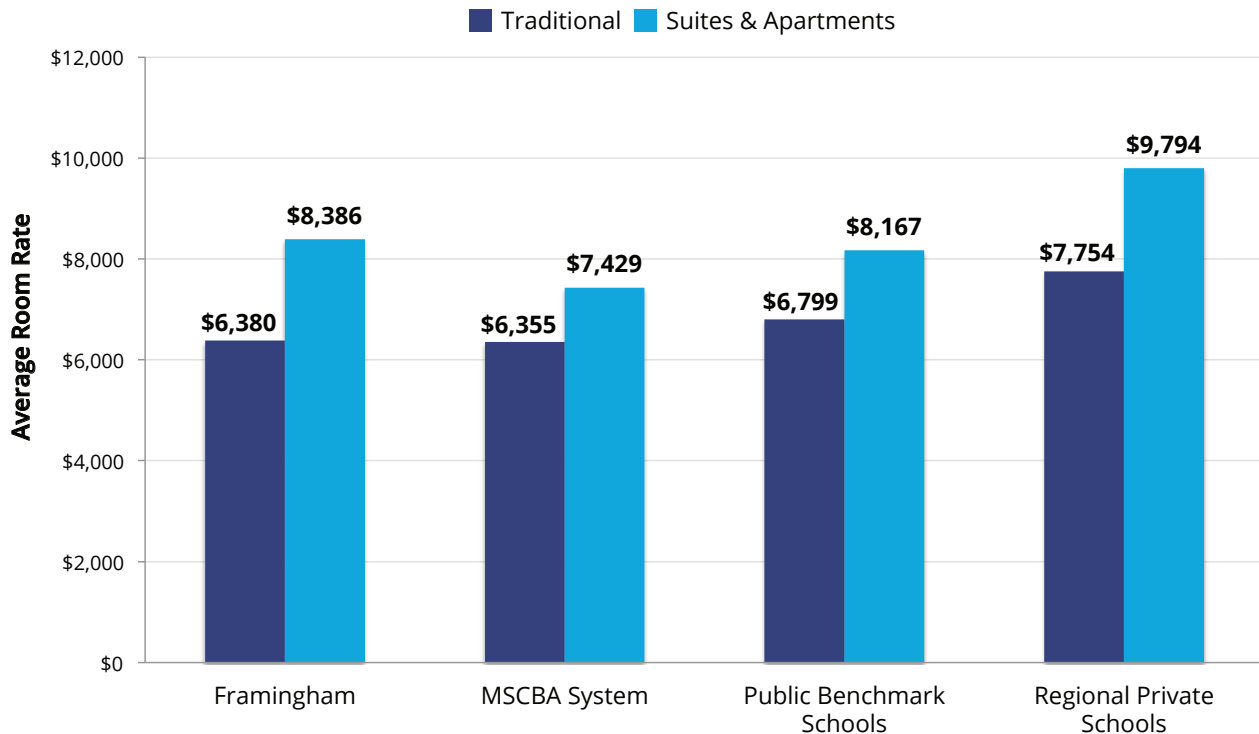
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. There is a sizable difference in cost in Framingham State's on-campus housing options, with on-campus suites and apartments costing 30% more than on-campus traditional housing. Costs for traditional options are nearly equivalent to the MSCBA average, 6% less than public benchmarks, and 18% lower than private regional benchmarks. Costs for apartments and suites are 13% higher than the MSCBA average, 3% higher than its public benchmarks, and 14% lower than private regional benchmarks. Long range financing plans anticipate lower annual rent increases for suites resulting in a reduction in the cost differential between traditional rooms and newer suites over time. (See Figure 3N.)

Figure 3N

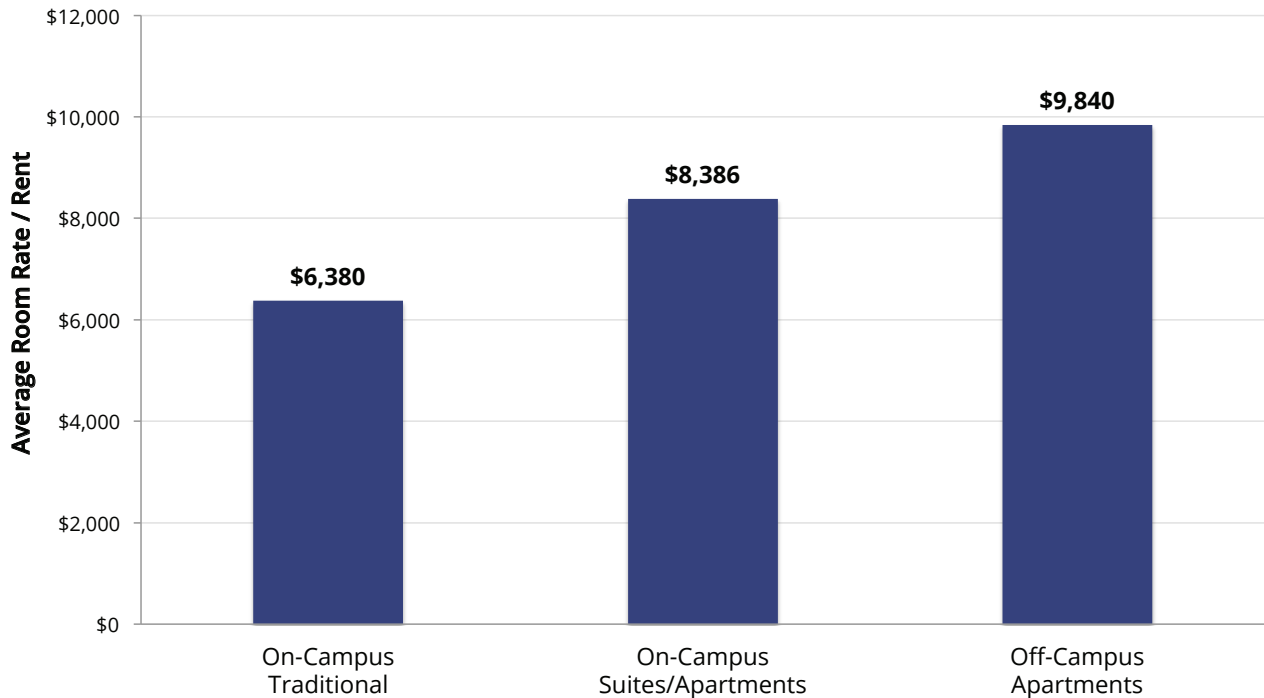
Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. There is a good supply of off-campus housing in the neighborhoods surrounding Framingham State, consisting primarily of one-, two- and three-bedroom apartments. Rents for off-campus properties, however, are 17% higher than those of on-campus options; a factor that likely contributes to the high demand for, and overcrowding of, on-campus housing. Local landlords have a strong reliance on having Framingham students as tenants. (See Figure 3O.)

Figure 30**Average On-Campus Room Rate and Off-Campus 10-Month Rent, Framingham State, Fall 2014***Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014**Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.*

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Framingham State's 2012-2017 Strategic Plan is focused on three overarching goals: expanding opportunity, developing community, and promoting student success. Three of the objectives listed under the goal of developing community may have relevance for residential life programming or housing.

- FSU will support an increasingly diverse and inclusive community.
- FSU will provide varied and meaningful co-curricular programs to enhance the student experience.
- FSU will construct and renovate facilities to meet capacity and academic program needs and to promote responsible environmental stewardship.

The following section demonstrates some of the ways that Framingham State may be addressing these goals and objectives through current and future housing initiatives.

Figure 3P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Larned & Corrine Halls	New Electrical Switchgear, Fire Pumps	\$1,600,000
Salem End Parking	Property Acquisition	8,175,000
McCarthy Campus Center	Dining Hall Expansion	4,050,000
O'Connor Hall	Planetarium Relocation	3,525,000
O'Connor Hall	Heating System Replacement	2,980,000
Maple St. Athletic Field	Field Upgrades, Turf and Lighting	4,650,000
Mayhew St. Property	Acquisition and Improvements to Support Facilities Relocation	2,866,622
Salem End Parking	New Parking Lot (250 cars)	3,000,000

2015: Projects Underway

New Residence Hall	New Capacity (316 New Beds)	44,000,000
1812 House	Renovations to CPC Offices	1,300,000

2016 and Beyond: Future Projects Anticipated

Corrine Hall Towers	Common Kitchen	250,000
Larned Hall	New Roof	500,000
O'Connor Hall	Elevator Addition, Interior Renovations	3,300,000
Peirce Hall	Annex Renovations, Windows, Finishes	500,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Renovations. Although North Hall is relatively new, a tech capacity upgrade is already in place. Other residence halls and academic facilities will experience technology upgrades including increasing wireless access points from 300 to 900 campus-wide.



POTENTIAL HOUSING INITIATIVES

Renovations. Residence hall kitchens have become important social spaces where residents meet for casual dinners or to cook together as an activity. The Towers Residence Hall will be renovated to provide a group kitchen facility.

Faculty in Residence. As student beds were at a premium, the University felt unable to consider having a faculty apartment within the residence halls. If occupancy loosens with the new hall, there might be an opportunity to include this type of residential life program.

Graduate Student Housing. As Framingham State hopes to develop and grow its full-time graduate student program, they anticipate additional need for housing and dining options.

Housing of the Future. A broad vision for the next 10 years includes more online and hybrid classes. As students continue to be interested in having a campus and residential life experience, some may live on campus while taking hybrid classes.

POTENTIAL CAMPUS INITIATIVES

As Framingham State has a small footprint, space is restricted, and due to the large evening program, existing facilities are utilized 18 hours per day. Currently, to fully support the co-curricular portion of the student mission, the University shares or leases spaces from the town, for example, for hockey. Future expansion may require the University to purchase private residences or other land in the area.

Parking for residential students is limited to students in their second year or higher, and is located off-site, accessible by walking or a university shuttle. There are commuter parking lots both on-campus and off-site, also accessible by walking or a shuttle. The University also continues to look for new options to buy or lease parking.

The library of the future is more of an academic resource center, requiring spaces for student services, including advising. Group study space is also increasingly important; more spaces are needed, and current spaces require enhancement. The University is planning to undertake a Library Master Plan if funding becomes available this year.

V. SUMMARY

Since 2011, Framingham State has experienced strong growth in its undergraduate student population, and this growth environment has affected many campus facility decisions. As residence hall occupancy has been above 100% for more than a decade, the decision to build a new hall was clear. However, over the next five years, Framingham State must regularly analyze its housing needs and be prepared to make quick decisions to respond to potential changes in the size and composition of the student body.



MASSART

MASSACHUSETTS COLLEGE
OF **ART AND DESIGN**

MASSACHUSETTS COLLEGE OF ART AND DESIGN: 2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	2,264
Undergraduate Student Enrollment	2,120
Full-Time Enrollment	1,677
Part-Time Enrollment	443
Graduate Student Enrollment	144

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	12%
From Massachusetts	68%
From Out-of-State	29%
From Abroad	2%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	93%
Male	31%
Female	69%
Minority <i>Students with Known Race/Ethnicity</i>	26%
Asian	7%
Black	3%
Hispanic	8%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	21%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	84%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	65%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	39%
Housing Target <i>Full-Time Undergraduates</i>	40%
Occupancy Percent, Fall 2013 Includes Non-MassArt Students ¹	100%
Design Capacity, Fall 2013	919
Actual Occupancy, Fall 2013 Includes Non-MassArt Students ¹	920
Actual Occupancy, Fall 2013 MassArt Students Only ¹	654

RENTS

Average On-Campus Rent, Fall 2014	\$10,192
Average Off-Campus Rent, Fall 2014	\$16,041
Average Private Benchmark Schools Rent, Fall 2014 ²	\$9,945
Average Regional Private Schools Rent, Fall 2014	\$11,073
Average MSCBA System Rent, Fall 2014	\$6,856




¹MassArt has a long-term agreement to lease 261 beds to the Massachusetts College of Pharmacy and Health Sciences.

²Private art schools were used as benchmark institutions for MassArt.

Map 4A

Campus Map - MassArt



-  Potential Housing
-  Existing Housing
-  Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

The Massachusetts College of Art and Design (MassArt) is the only publicly supported professional college of the arts in the United States. Established in 1873, it is ranked among the top art colleges in the country and is recognized as one of the top global design schools. MassArt offers Bachelor of Fine Arts degrees in 22 concentrations, as well as Master of Fine Arts and Master of Science in Arts Education degrees. Certificates are available in fashion, graphic design, industrial design, and furniture design. Admission to the graduate programs is highly selective, placing MassArt among the top three graduate art and design programs in the country.

MassArt is part of a consortium with the Colleges of the Fenway, which include Wheelock College, Emmanuel College, Simmons College, MCPHS University and Wentworth Institute of Technology. MassArt is also a member of the ProArts consortium which includes the Museum of Fine Arts, the Boston Conservatory, Emerson College, Berklee College of Music, and the Boston Architectural College. In addition, MassArt participates in the Association of Independent Art and Design Colleges (AICAD) and the Massachusetts State University system.

CAMPUS PHYSICAL DEVELOPMENT

Located along both sides of a three block, 6.5-acre stretch of Huntington Avenue, MassArt sits at the confluence of the Fenway and Mission Hill neighborhoods and the Longwood Medical Area. MassArt's proximity to multiple neighborhoods gives it a distinctive institutional identity, and allows it to take advantage of relationships with several of the city's key institutions and organizations, including the Colleges of the Fenway Consortium; the ProArts Consortium; the Medical Academic and Scientific Community Organization (MASCO); the Avenue of the Arts; and the Emerald Necklace parks system.

In June 2008, MassArt developed a master plan and corresponding \$140M capital campaign intended to transform the urban campus by building on the strengths of its academic programs and more fully integrating MassArt within the surrounding neighborhood. The master plan included a new entryway to campus, and four new buildings for academic and residential programs. The four major projects, three of which were done with the MSCBA, have all been completed or are in planning.

The campus includes three residence halls: Smith Hall, the Artists' Residence, and the Tree House. Smith Hall houses first-year students, the Artists' Residence houses predominantly Sophomores and a small number of Juniors and Seniors, and the Tree House, which opened in 2012, houses first-year students and a small number of upperclassman. Recently, two studio spaces in the Artists' Residence were converted into major-specific workrooms to accommodate the strain of facility access on the academic side of campus. The two major-specific workrooms are fashion and film/video and photography. Furthermore, acknowledging the needs of first-time college student commuters, the Artists' Residence has a dedicated commuter workroom that provides work space for studio foundation students living off-campus. Additionally, MassArt redesigned the double-story workrooms in the Artists' Residence to single-story workrooms and lounges.

The Tree House, which has a total of 493 beds, opened in May of 2012. The creative exterior, motivated by the organic simplicity of a tree, and inspired by Gustav Klimt's "The Tree of Life," included the collaborative efforts of both MassArt's external partners and MassArt's internal communities. To produce a refreshing, artful, new building, students engaged with professionals of the creative economy, led discussions and made recommendations, and residential life staff contributed significant learning lessons from what has or has not worked at Smith Hall and the Artists' Residence.

In 2012, MassArt developed a partnership with the Massachusetts College of Pharmacy and Health Sciences (MCPHS) – a College of the Fenway Consortium school – and entered into a long-term housing lease. 203 MCPHS students are housed in the Tree House with a “collaborative and integrative” approach to Programming and Staffing created by both schools’ Directors of Housing and Residence Life. With this partnership, costs associated with training, programming and operational functions will meet economic efficiencies. Harvard Vanguard Health Center is also a partner in the Tree House.

II. STUDENT BODY

ENROLLMENT

Overall Enrollment. MassArt’s overall enrollment has grown 10% throughout the past decade. Enrollment peaked in Fall 2010, and then declined 7% to 2,264 students in Fall 2013. Undergraduate students compose 94% of the overall enrollment (2,120 students), and graduate students compose 6% of the overall enrollment (144 students). (See Figure 4A.)

Figure 4A

Student Enrollment, MassArt, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



Currently, MassArt is evaluating the types of academic offerings that will help them to grow their graduate program. The college is also exploring opportunities to increase graduate housing opportunities. Recently their architectural program received accreditation.

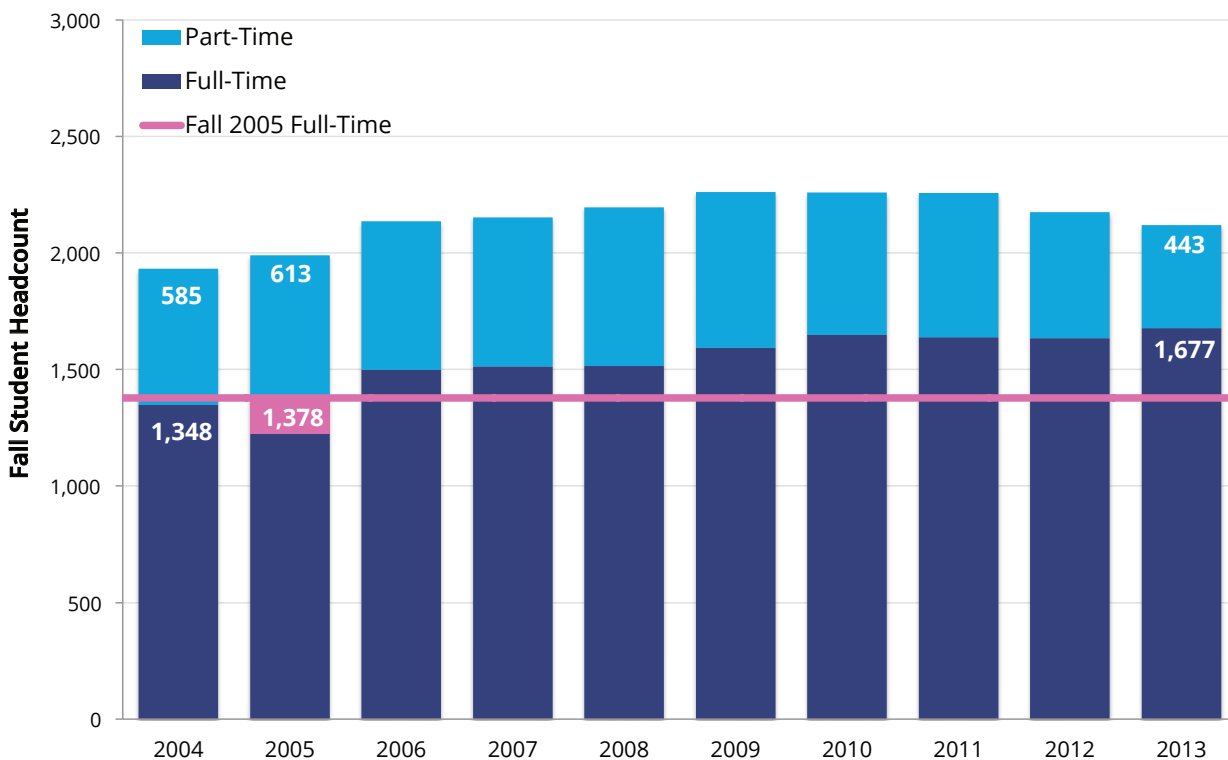
Undergraduate Enrollment. The undergraduate population has grown 10% over the past decade, but that growth is entirely due to growth in the full-time undergraduate population. The number of full-time undergraduates has grown 24% over the past decade. Over the past five years, full-time undergraduates as a percentage of all undergraduates has increased steadily, to 79% in Fall 2013. (See Figure 4B.)



Figure 4B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, MassArt, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



The previous Partnership Plan allowed for a significant increase in the number of undergraduate students by 2015. Given the expected state trend of a decline in number of high school seniors, MassArt officials now feel that it is unrealistic to think about significant undergraduate population growth, and the new goal is keep undergraduate enrollment at the same level without a decline.

DEMOGRAPHIC INFORMATION

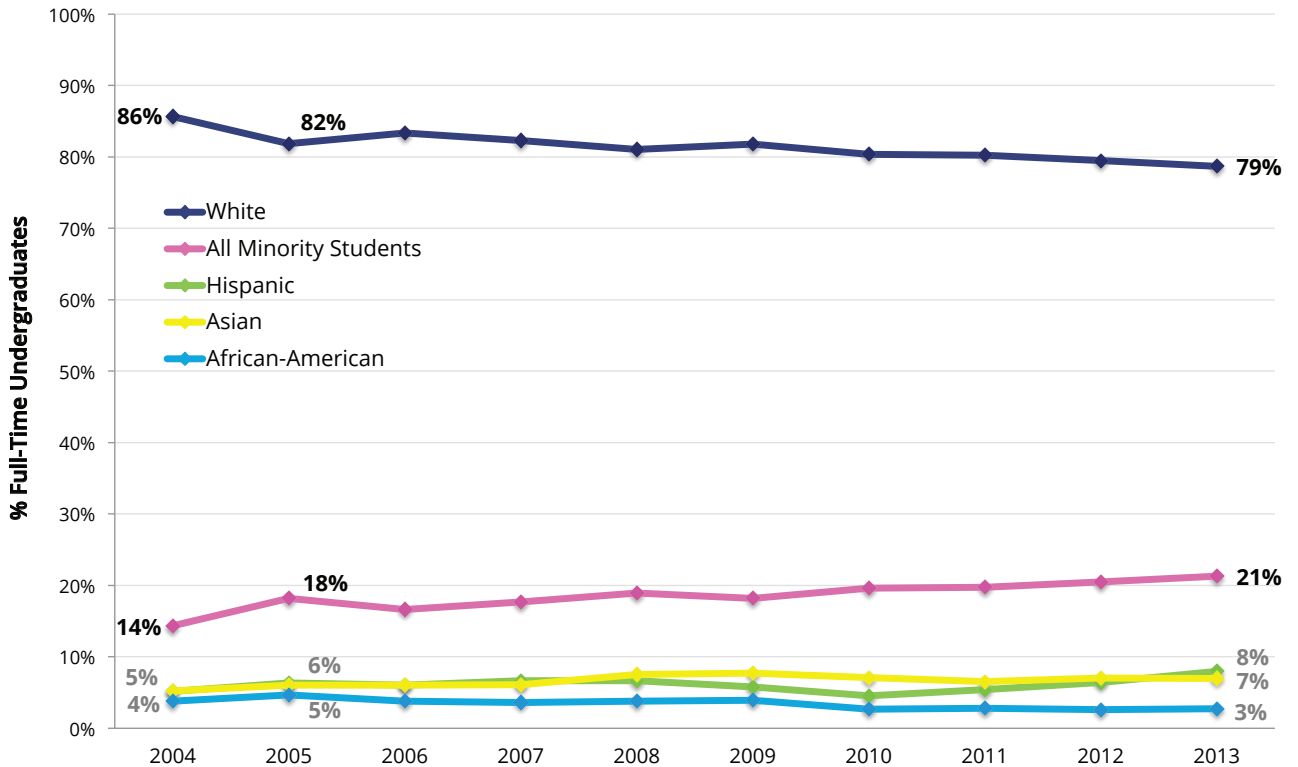
Student Body Composition. Of the full-time undergraduate population, 69% are female, 93% are of traditional age (18-24), and 21% are from minority populations. MassArt had a goal to increase their ethnic and racial minority student enrollment by an additional 50 students, and, between Fall 2009 and Fall 2013, exceeded that goal by adding 101 students. (See Figure 4C.)

MassArt had a goal to increase their ethnic and racial minority student enrollment by an additional 50 students, and, between Fall 2009 and Fall 2013, exceeded that goal by adding 101 students.

Figure 4C

Full-Time Undergraduate Enrollment by Race/Ethnicity, MassArt, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. In Fall 2013, MassArt draws 68% of its students from Massachusetts, 19% from New England, 11% from the rest of the country, and 2% from other countries. The current in-state draw remains largely from the Boston metro area.

If fully realized, the previously mentioned Partnership Plan will slightly decrease the proportion of enrolled undergraduates from Massachusetts, reducing the proportion to 65% by 2015. (The legislative mandate requires that this proportion remain above 60%.) This proposed shift in enrollment is designed to help MassArt reach its financial targets, since student-related expenses for out-of-state and international students is substantially higher than for Massachusetts residents. (See Map 4B and Figure 4D.)

Map 4B

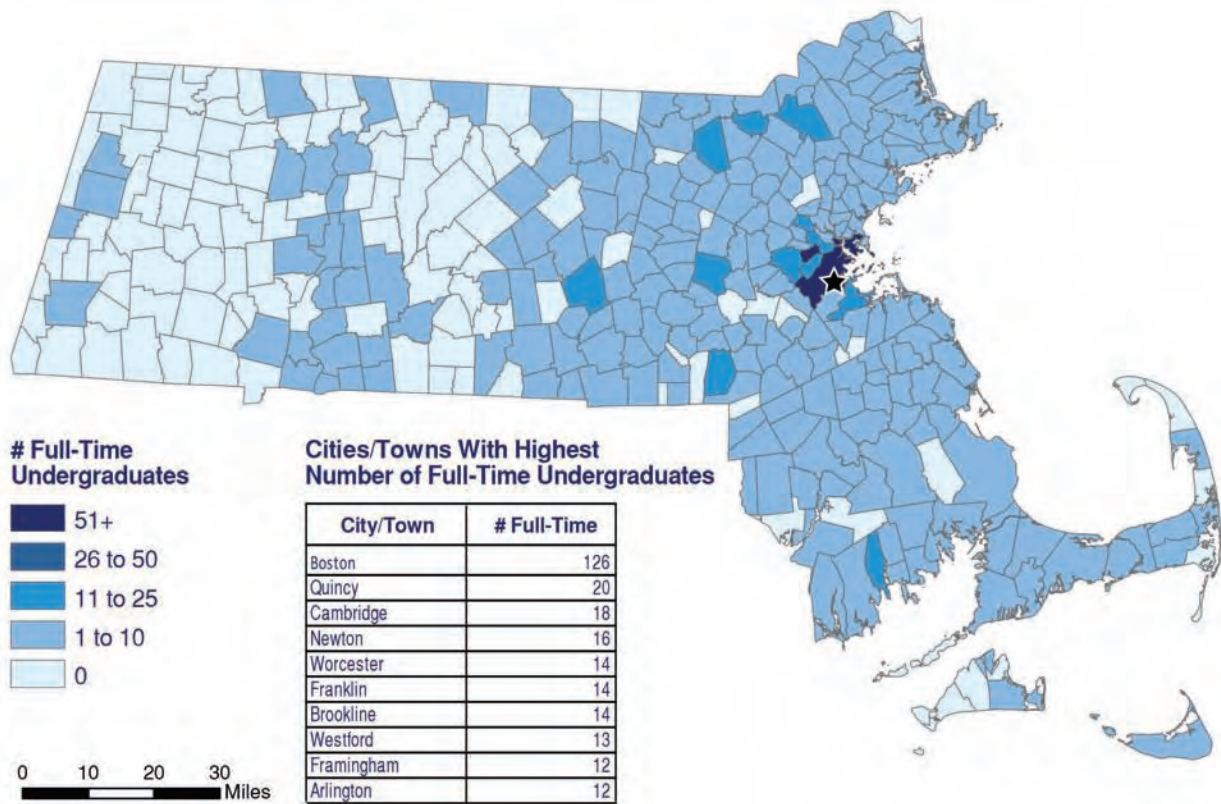
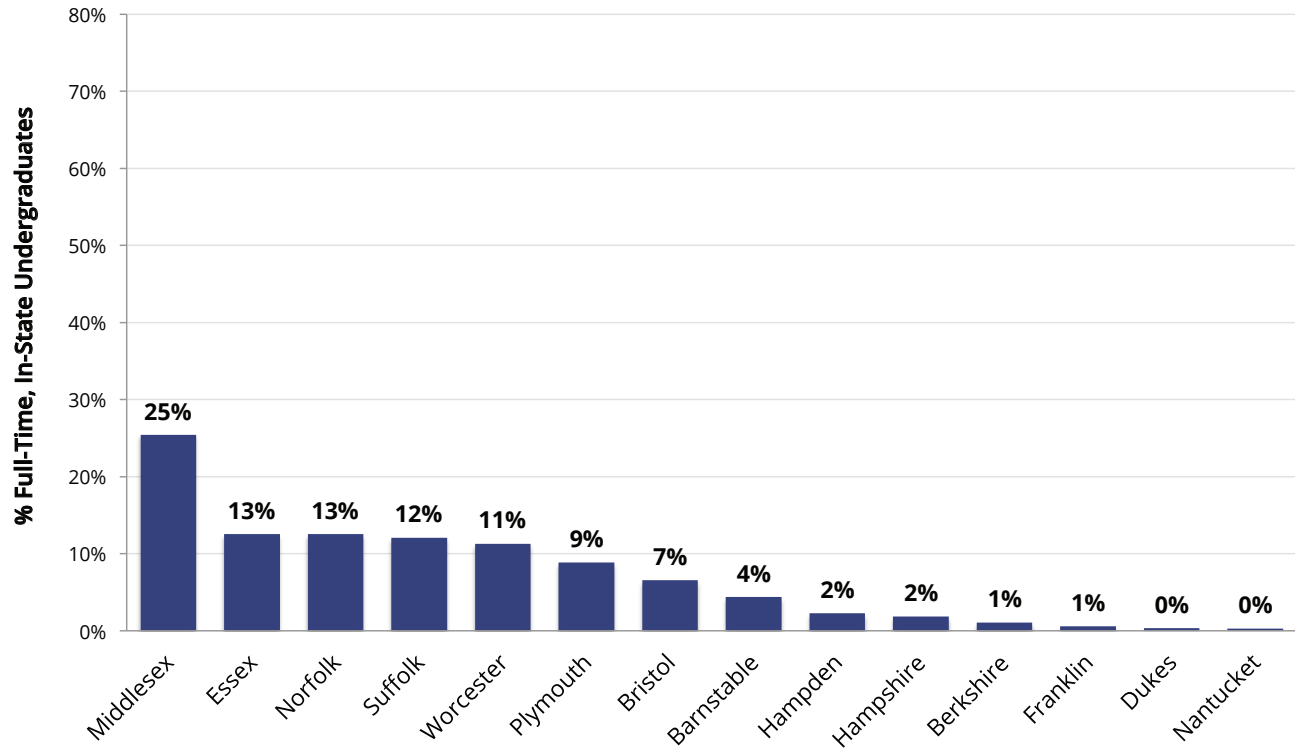


Figure 4D**Counties of Residence of Full-Time, In-State Undergraduate Students, MassArt, Fall 2013**

Source: Mass DHE Special Calculation, Fall 2014



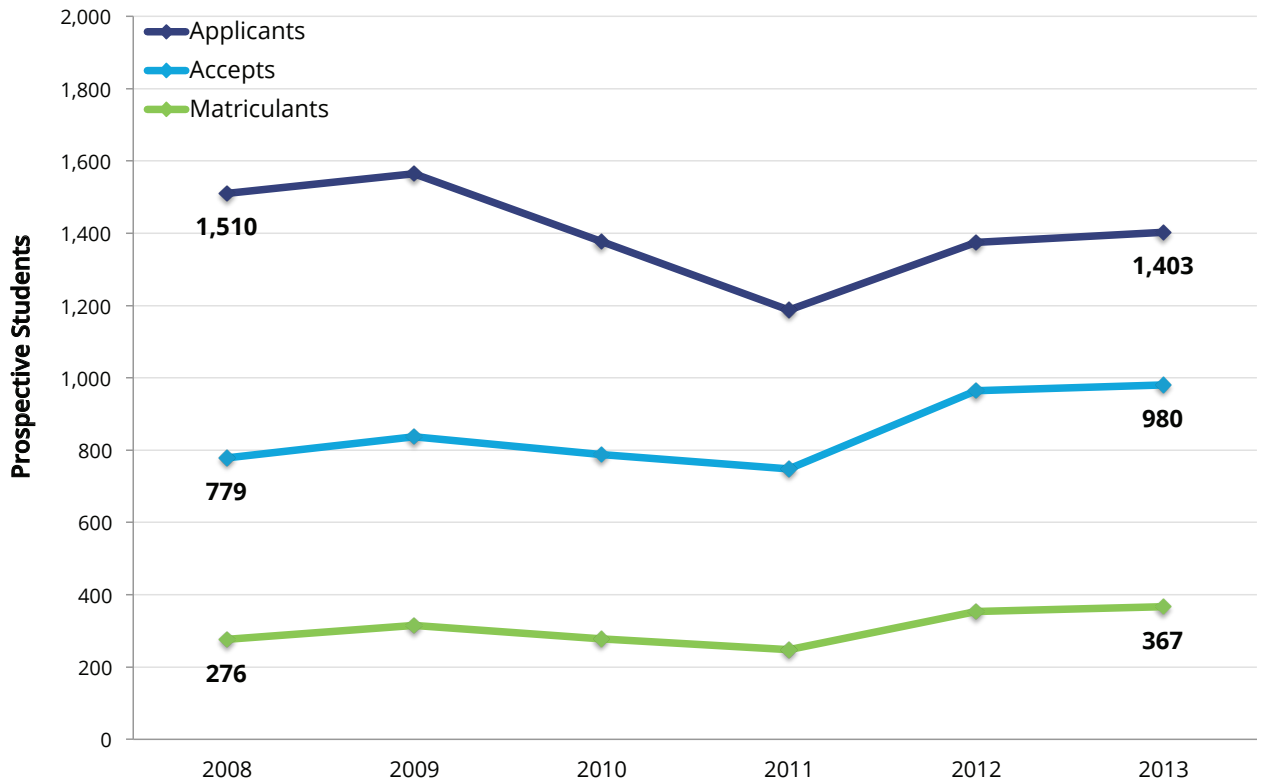
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The number of MassArt first-time Freshman applications fluctuated from Fall 2008 to Fall 2013. In Fall 2013, there were 1,403 applications, 7% less than in Fall of 2008. After implementing a higher acceptance rate, the yield rate increased (matriculants out of accepted students), and the number of matriculants grew substantially by 33% to 367 students in Fall 2013. (See Figure 4E.)

Figure 4E

First-Time Freshman Admissions, MassArt, Fall 2008-2013

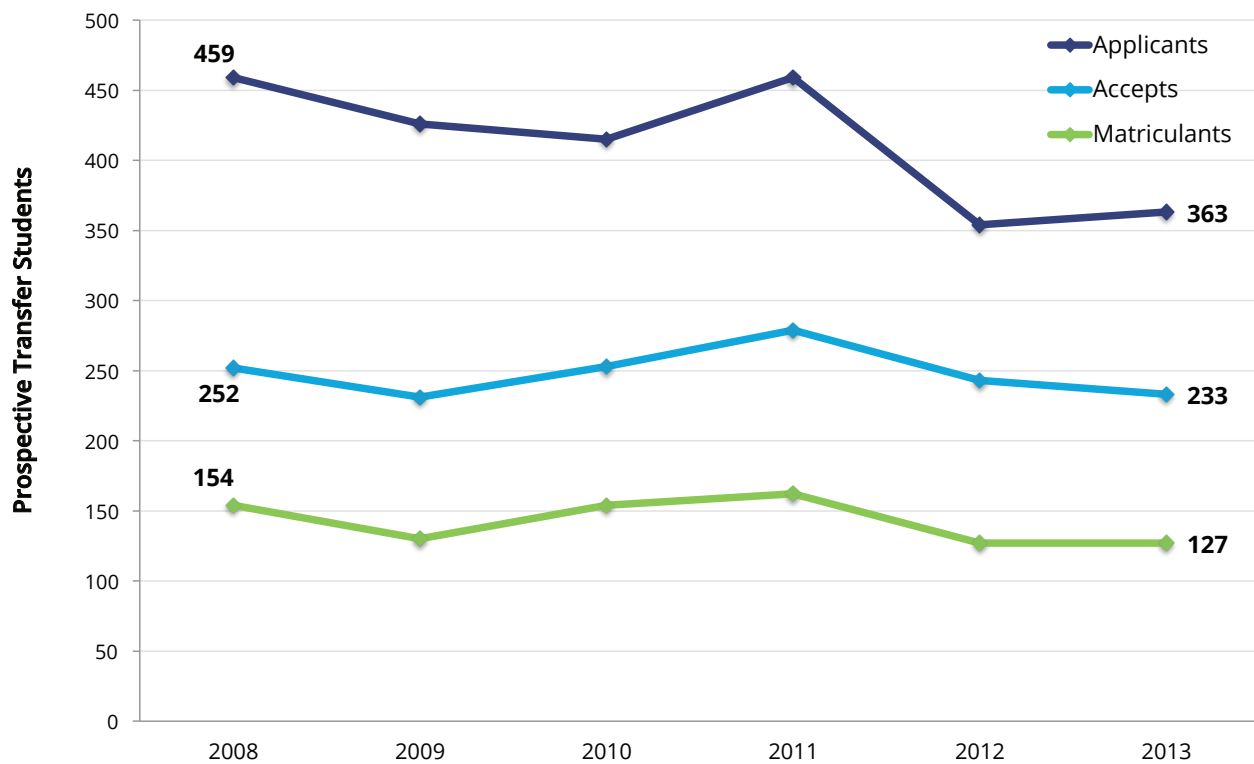
Source: MassArt, Fall 2014



Transfer Admissions. Transfer applications and matriculants have declined about 20% since 2008. In the past, because of its unique academic offerings, MassArt has not been actively engaged with nearby community colleges or participated in the Joint Admissions Program. Today, MassArt has many community college recruitment initiatives, and is currently pursuing articulation agreements. One such initiative is a community college referral program, whereby students with good portfolios but weak academics would attend a community college and have a conditional admittance to MassArt dependent on their grades. (See Figure 4F.)

Figure 4F**Transfer Admissions, MassArt, Fall 2008-2013**

Source: MassArt, Fall 2014



Recruitment and Retention. MassArt is continuing to intensify its recruitment from outside of Massachusetts and New England, including international markets. They have established new markets in Florida and Los Angeles, and are currently analyzing where they want to focus international recruiting. Having the ability to offer a two-year guarantee of housing is a plus for out-of-state recruitment efforts.

To accomplish its goal of increasing racial and ethnic minority student enrollment, MassArt has focused some of its recruitment efforts on schools and areas with high Latino populations, such as Boston public schools, other Massachusetts urban high schools, community colleges, and areas of Florida and California. Some of these efforts have been more successful than others; recruiting at urban high schools has been limited due to the lack of quality art departments in the schools.

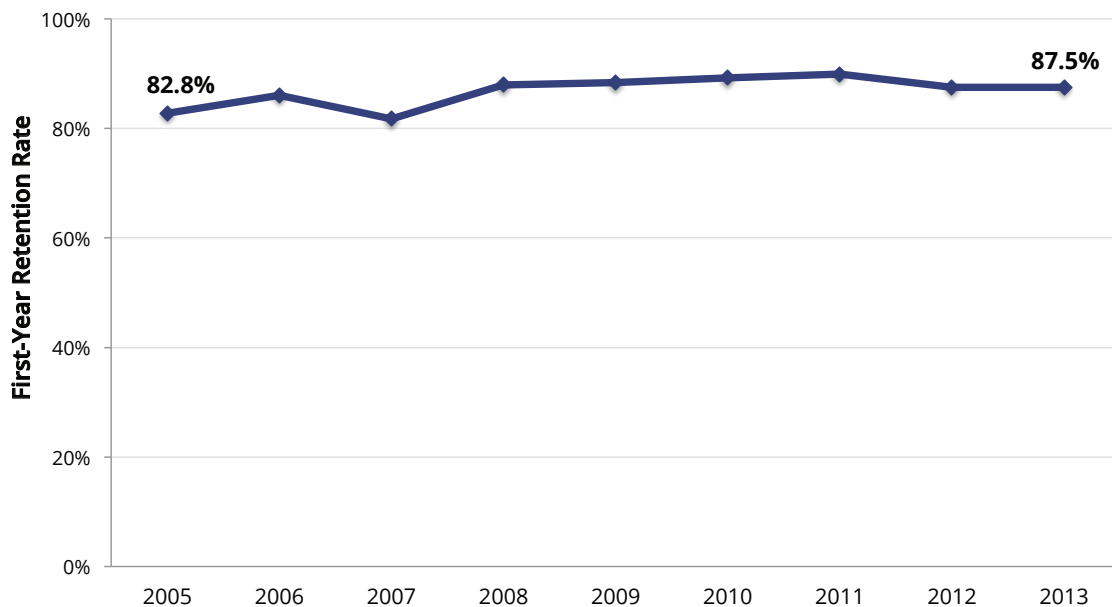
One of MassArt's performance goals is to maintain graduation rates which eliminate or minimize observed differences based on students' race and ethnicity.

From Fall 2012 to Fall 2013, 88% of MassArt's first-time full-time Freshmen persisted into their second year. The high retention rate has remained fairly constant since Fall 2008. (See Figure 4G.)

Figure 4G

First-Time, Full-Time Freshman Retention Rate, MassArt, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

High retention patterns mean that MassArt students are graduating more quickly; many more students are now graduating within four years, instead of five or six.

III. HOUSING

STRATEGIC POSITIONING

The Massachusetts College of Art and Design's new residence hall, now called the Tree House, voted on by over 1,100 MassArt students, is now home to 496 Mass Art and Mass College of Pharmacy students. The mission of the College focuses on preparing students to participate in the creative economy as fine artists, designers, and art educators, and to engage in the well-being of their society. As a national leader in visual art and design education, the College influences contemporary culture through the accomplishments of its alumni and the creative activities of its faculty and staff. The collaborative efforts of the new residence hall from inception to opening day exemplify the mission of the College.

- Office of Housing and Residence Life, September 2014

DEMAND

In Fall 2011, MassArt housed 425 students, or 26% of a full-time undergraduate population of 1,638. This number fell short of the goal outlined in the Partnership Agreement, which is to house a minimum of 30% of its student body, including all first-year and second-year students. When the new residence hall opened in Fall 2012, MassArt gained an additional 493 beds.

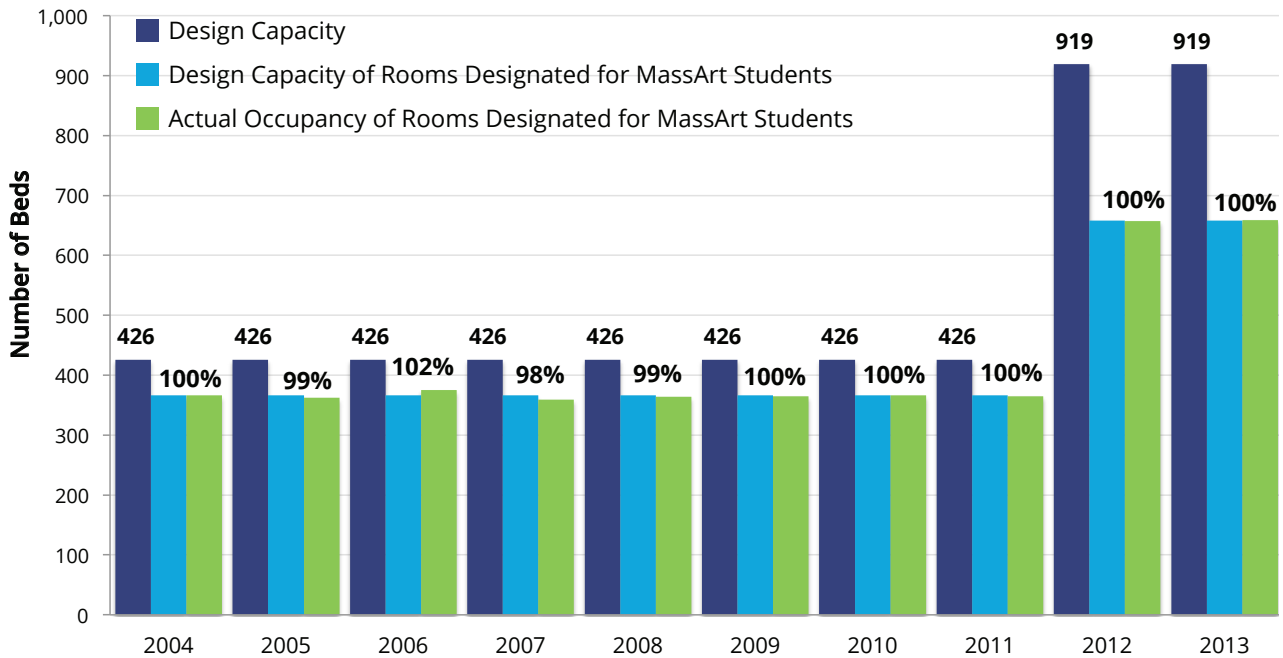
Of the recently added beds, 263 will be under a long-term lease agreement with the Massachusetts College of Pharmacy and Health Sciences University. Even so, the net gain of 230 beds will provide the campus with 68% more beds, which will enable them to meet their goal of housing 40% of the full-time undergraduate population on campus, and to guarantee housing to all second-year students who have lived on campus during their first year at MassArt. Although beds will not be guaranteed for out-of-state upperclass students, the additional capacity will provide greater housing opportunities for the junior/senior class in the Artists' Residence.

MassArt's occupancy rate in Fall 2013 was 100%, as it has been for many years. MassArt has some ability to adjust this rate thanks to sublease agreements with another local higher education institution and to the high number of off-campus housing options available in the surrounding urban density. (See Figure 4H.)

Figure 4H

Housing Occupancy, MassArt, Fall 2004-2013

Source: MSCBA, Fall 2014



Summer Housing. MassArt does not rent housing to many of their own students in the summer. However, MassArt beds are heavily used in the summer for external rentals to individuals, to groups such as visiting interns and doctors, and to high school groups, bringing in about \$500,000 to \$625,000 in revenue. In July and August, MassArt’s beds are 60% occupied.

Dining. MassArt participates in a consortium with Mass Pharmacy and Wentworth to share dining halls, cafés, and convenience stores. Students can eat and shop at several locations on each of the campuses.

ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. MassArt has no housing requirement. However, since Fall 2012, with the opening of the Tree House residence hall, MassArt guarantees two consecutive years of housing to first-time freshmen, and four consecutive years of housing to international students.

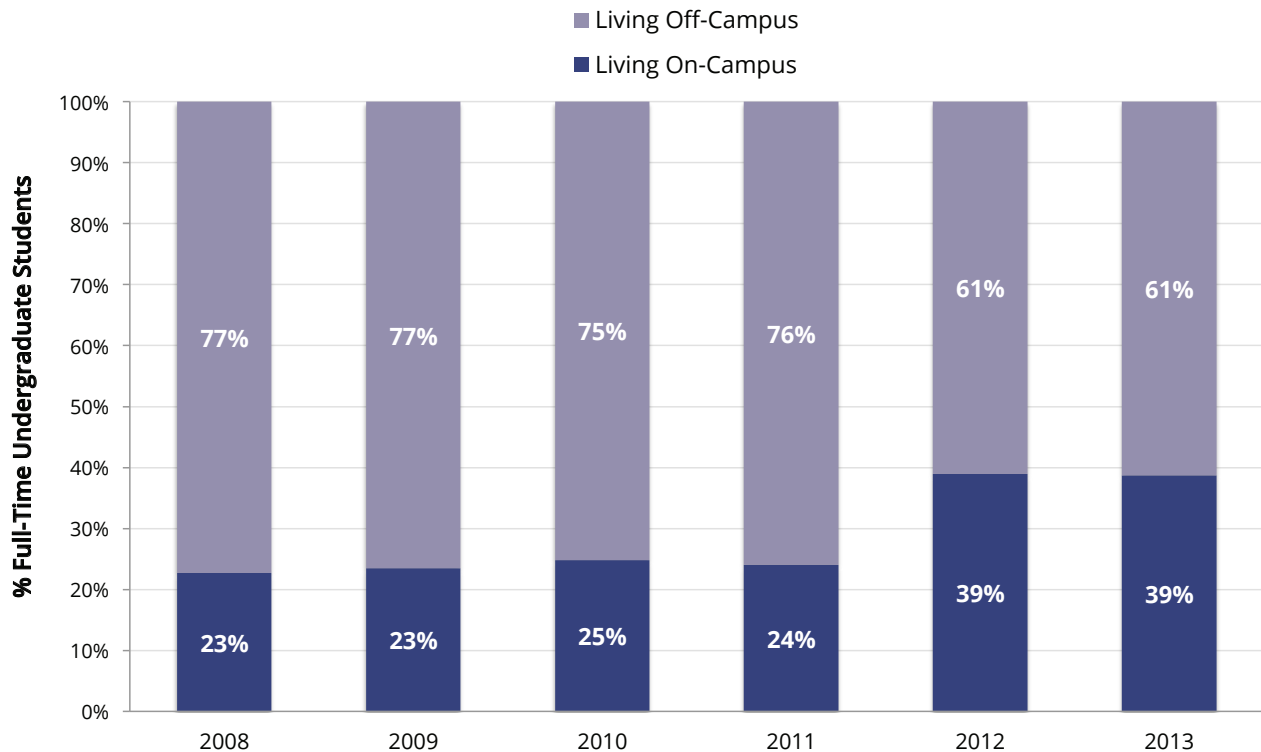
Full-Time Undergraduates. In Fall 2012 and 2013, 39% of full-time undergraduates lived on campus. Previously, 24% lived on campus; the large increase is due to the opening of the Tree House residence hall in Fall 2012. However, the percentage of full-time undergraduate students living on campus remains below the campus target of 40%. (Going forward, MassArt may recoup the two floors of the Tree House that are leased to Mass Pharmacy, which would potentially allow them to reach their target.)

MassArt administrators particularly cite the need to have more housing for the Juniors and Seniors who are interested in living on-campus, as well as transfer students. (See Figure 41.)

Figure 41

MassArt: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: MassArt, Fall 2014

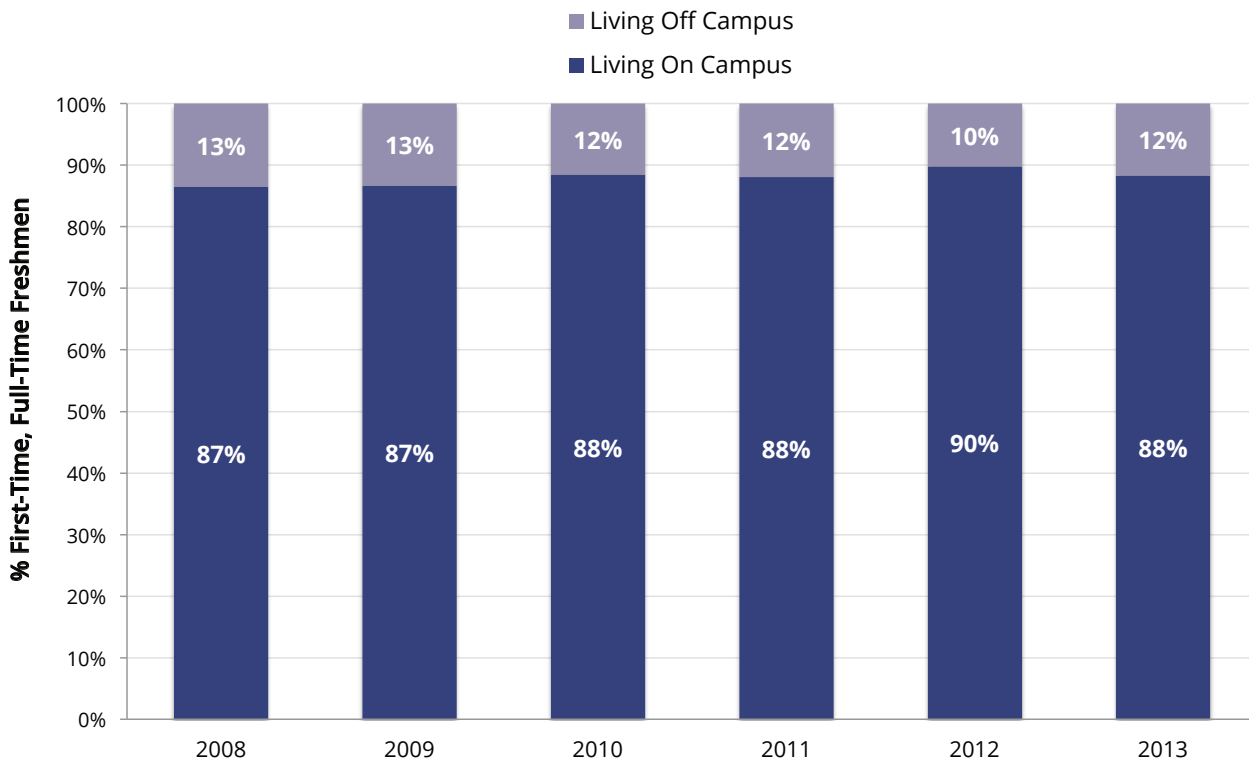


First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen in on-campus housing remains stable over the past five years. In Fall 2013, 88% of first-time, full-time Freshmen live on campus. It is notable that a large percentage of Freshmen live on campus even though they are not required to do so. (See Figure 4J.)

Figure 4J

MassArt: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: MassArt, Fall 2014

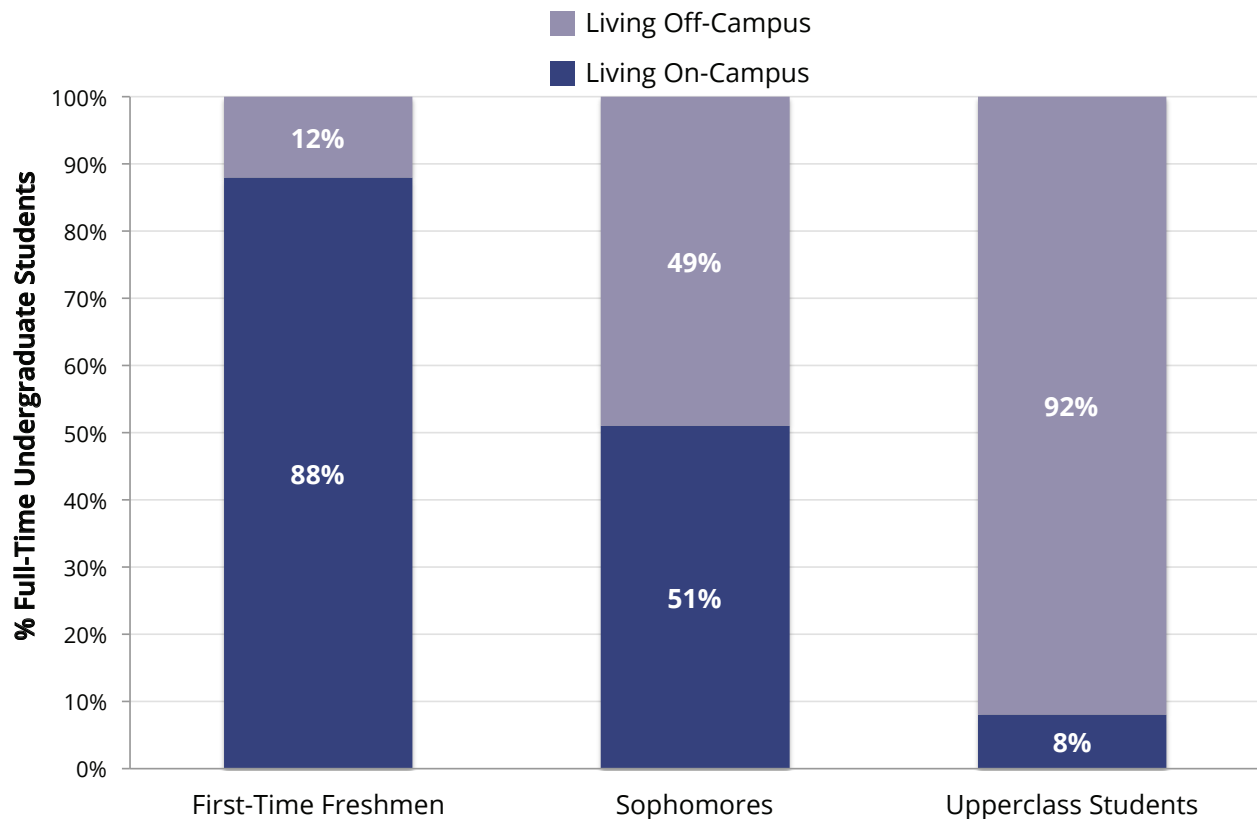


Full-Time Undergraduates by Class. In Fall 2013, 88% of first-time, full-time Freshmen, 51% of full-time Sophomores, and 8% of full-time Juniors and Seniors live on campus. Although housing is guaranteed for Freshmen and Sophomores, it is not mandated, and only slightly more than half of full-time Sophomore students choose to live on campus. (See Figure 4K.)

Figure 4K

Housing Situation of Full-Time Undergraduate Students by Class Year, MassArt, Fall 2013

Source: MassArt, Fall 2014



HOUSING PORTFOLIO

MassArt has three residence halls. Smith Hall is the oldest of the group, followed by the Artists' Residence, which is apartment-style. The newest residence hall is the Tree House, which provides suite-style housing, the student body's preferred housing style. In the past, MassArt has also leased space for student housing at other facilities, but does not currently need to do so.

MassArt is unique in that all of its residence halls provide “dirty” work rooms for their students, and the Artists’ Residence also provides a spray booth. The Smith Hall meditation room is another special space that supports the co-curricular portion of MassArt housing. An administrator categorized the meditation room in this way: ‘It is not an incredibly special place, but it is very special for those who use it.’

To support collaboration and cross-disciplinary work and socializing, administrators noted that Smith hall be dedicated to house all first-year students. Additionally, many first time college students live in the Tree House. Furthermore the Artists’ Residence has an apartment for a visiting faculty artist who ideally provides some programming for upperclass student residents.

A complete listing of the residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 4L.)

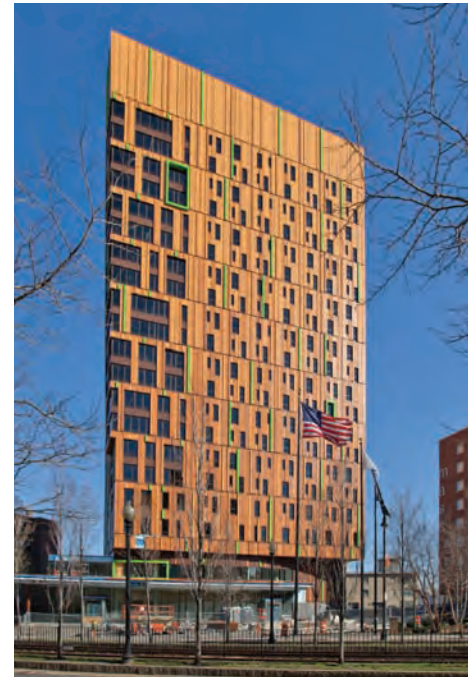
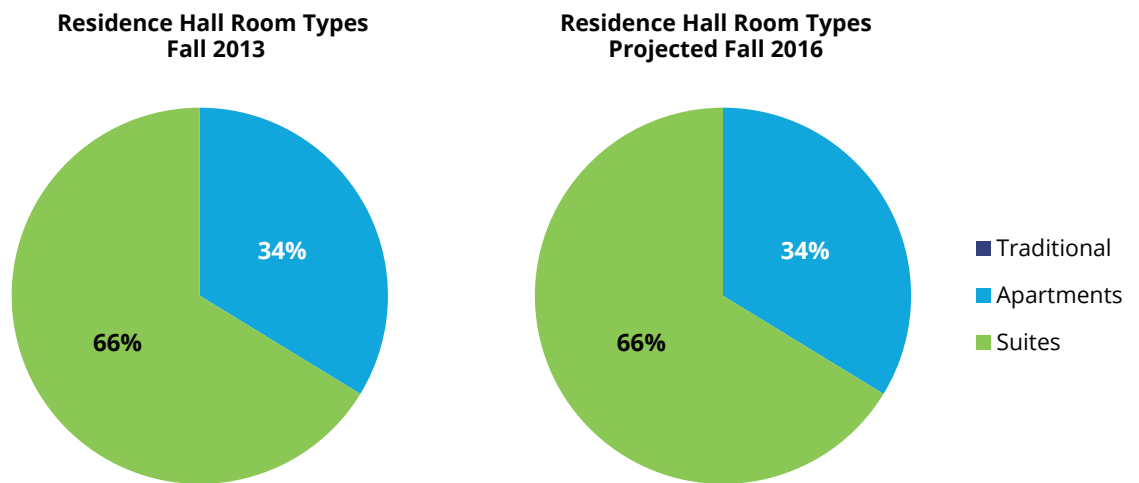


Figure 4L

Residence Hall Room Types, MassArt

Source: MSCBA, Fall 2014



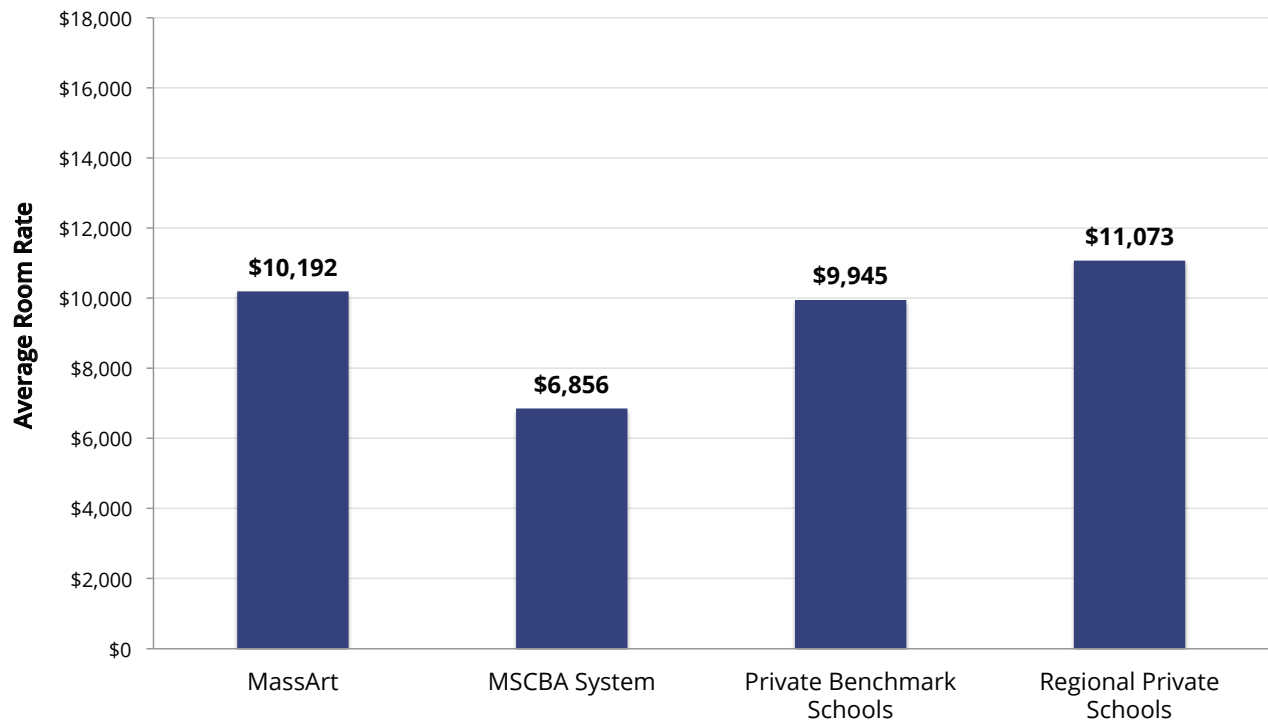
FALL 2014 RENTAL CONTEXT

Overall Cost. Based on Fall 2014 housing data, the average cost of on-campus housing in the neighborhoods surrounding MassArt is \$10,192 per year, 49% higher than the average MSCBA rent, 2% higher than that of its private benchmarks, and 8% lower than that of its private regional benchmarks. For MassArt, private benchmarks were selected for benchmarking due to the limited number of comparable public schools. MassArt's rents are the highest in the Massachusetts State University System, due to the Boston location. (See Figure 4M.)

Figure 4M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



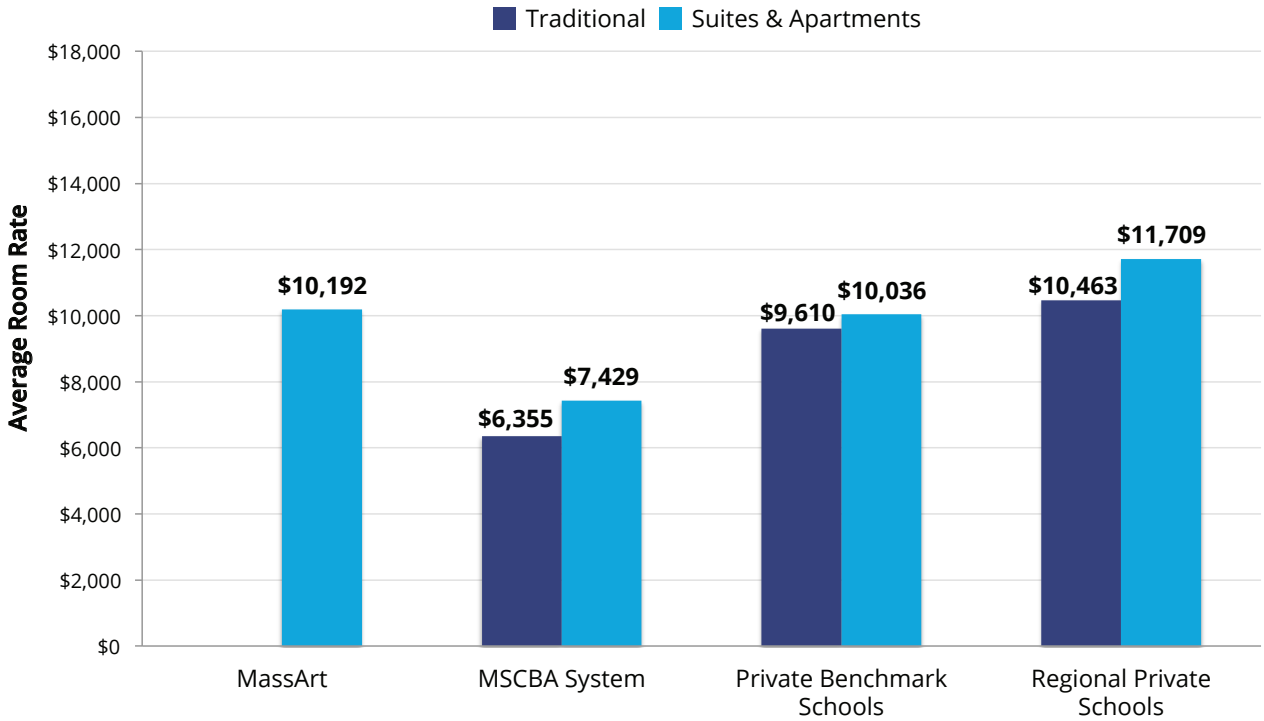
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. Private art schools were used as benchmark schools for MassArt; see appendix for a list of private benchmark schools and regional private schools.

On-Campus Suites and Apartments. MassArt’s apartments cost more than the average rents for both on-campus dorms and apartments and suites relative to the MSCBA and private regional benchmarks, but less than the average rents for both on-campus dorms and apartments and suites at private benchmarks. Comparing rents for apartments and suites, MassArt’s apartments and suites are 37% more than the MSCBA system average, 2% more than private benchmarks, and 13% less than regional privates. Note that since MassArt does not have traditional housing, direct benchmark comparisons are made only for apartments and suites. (See Figure 4N.)

Figure 4N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



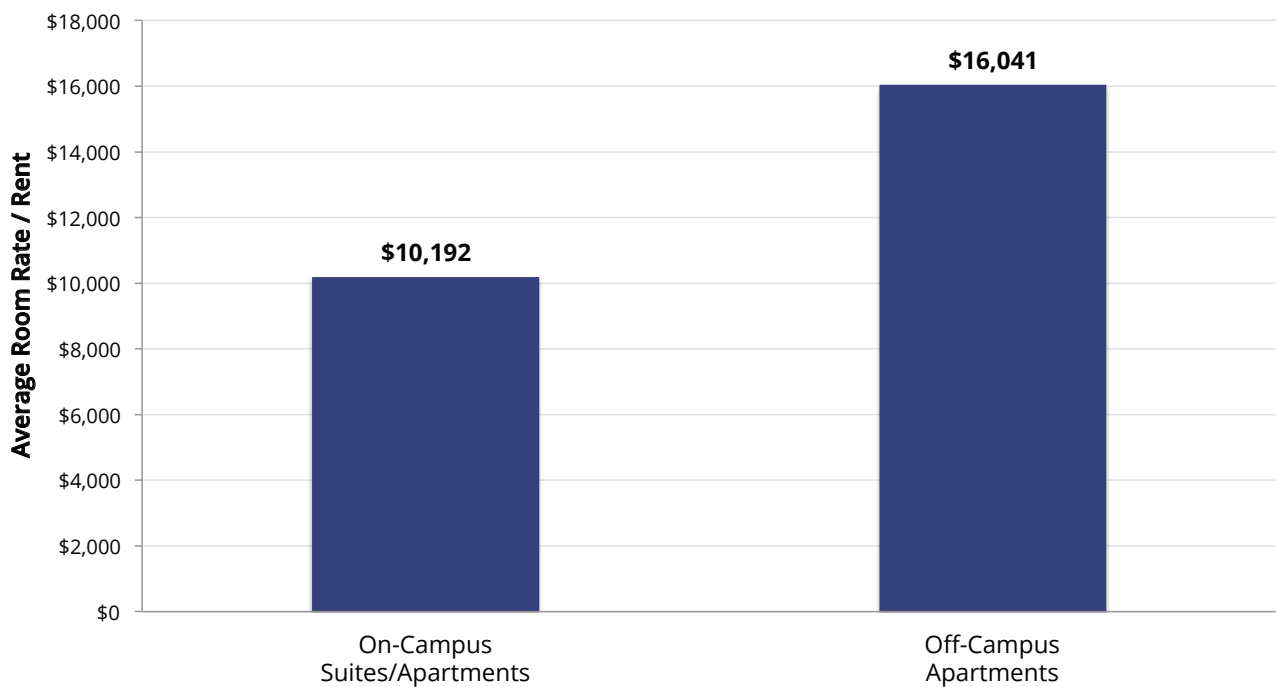
Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted. MassArt does not have traditional-style rooms.

Off-Campus Housing. Off-campus housing in the areas surrounding MassArt is plentiful and offers a good range of housing types, but its cost is consistently high. The average cost of housing in the neighborhoods close to MassArt is 57% higher than the average cost for on-campus apartments and suites at Mass Art. As a result, students who live off-campus appear to live increasingly far away from campus. Many live in Mission Hill and the Fens while others live in Jamaica Plain, Brighton, and Somerville. (See Figure 40.)

Figure 40

Average On-Campus Room Rate and Off-Campus 10-Month Rent, MassArt, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

MassArt's 2009 Strategic Plan and its three-year extension through FY2012 encompassed many goals shared by the MSCBA.

Looking ahead, MassArt Strategic Plan 2015-2020³ states priorities and goals that have relevance for housing. For example, one of MassArt's stated priorities is to "foster community building, both inside and outside the college." Objectives for Goal 1 and Goal 2 (see below) also relate to housing.

Goal 1: practice to prepare students for successful lives and professional careers

- *Create opportunities for cross-departmental collaboration and interdisciplinary, multidisciplinary, and/or transdisciplinary study.*

Goal 2: build a healthy, diverse, inclusive, and equitable culture and learning community

- *Strengthen all-college services and learning systems to support a diverse community of students.*

The following section demonstrates some of the ways that MassArt may be addressing these goals and objectives through current and future housing initiatives.

Figure 4P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed		Cost
Kennedy Building	Student Center 6th Floor Upgrades	\$1,300,000
Smith Hall	Smith Hall HVAC Equipment Repair	710,000
Tower Building	Campus Police Relocation and Renovations	3,696,000
2015: Projects Underway		
Bakalar & Paine Galleries	Study and Schematic Design for Gallery Renovations	500,000
2016 and Beyond: Future Projects Anticipated		
Artist Residence	Mechanical Upgrades, Refresh Finishes	500,000
Bakalar & Paine Galleries	Gallery Renovations with South Building Improvements	8,500,000
Smith Hall	Lobby Improvements, Switchgear and Fire Pump	2,000,000

³The new MassArt Strategic Plan 2015-2020 was approved in Fall of 2014.

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Mass Art has no additional new construction housing initiatives currently underway. The Tree House is striving for Gold Leed which will allow for innovative sustainable programming.

POTENTIAL HOUSING INITIATIVES

Currently in discussion is a new design for the first floor of Smith Hall, providing more functional space for programs, security, and campus offices. Residence hall staff envisioned other spaces that would support their students' needs, such as a jumping ball de-stress room, a foam pit, a soundproof music room, and a large first-floor space for group gatherings. Another vision for Smith Hall is to repurpose it as academic space when and if MassArt controls more of the Tree House beds.

MassArt has minimal green space, and administrators also talked about their desire for courtyard landscaping outside of the Tree House, and a bike cage behind the Artists' Residence.

MassArt housing officials are advocates for an "organic natural experience" in housing that addresses the unique challenges of each class year. They strive to be proactive and ahead of the curve in providing developmentally appropriate housing types, individual and communal spaces within housing, and student programming. An example of this out-of-the-box thinking is the development of gender-inclusive housing.

MassArt administrators cite the importance of being able to offer a two-year guarantee of housing to undergraduate recruitment efforts, and would like to be able to offer additional housing to graduate students coming from afar.

POTENTIAL CAMPUS INITIATIVES

MassArt administrators say that more year-round on-campus storage facilities for storing supplies and for furniture would be helpful. In the summer, in particular, lounges are used as storage spaces, and then are not available to be used as meeting spaces for summer residents.

A parking lot was eliminated with the building of the Tree House. MassArt replaced parking spots by leasing several lots, but parking access remains an issue.

V. SUMMARY

As a significant portion of their full-time undergraduate students are from out of state and will likely need local housing if not living on-campus, MassArt, more than any other of the State Universities, must keep a careful watch on the cost and supply of off-campus housing near to campus. Due to the high cost of Boston housing, students living off-campus may be forced to live farther from the College, which may have an impact on their overall student experience. Additionally, as MassArt considers expanding housing to graduate students, the College should study carefully the different developmental and other needs of graduate students. As older students who may have a partner/spouse or family, graduate students may require different unit types and common spaces than undergraduate students. Finally, it is noted that the tight urban footprint of the College adds an additional layer of complexity in considering typical college challenges such as the need for green space and parking.



MCLA MASSACHUSETTS
COLLEGE
of Liberal Arts

MASSACHUSETTS COLLEGE OF LIBERAL ARTS

2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	1,716
Undergraduate Student Enrollment	1,538
Full-Time Enrollment	1,353
Part-Time Enrollment	185
Graduate Student Enrollment	178

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	36%
From Massachusetts	74%
From Out-of-State	26%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	92%
Male	40%
Female	60%
Minority <i>Students with Known Race/Ethnicity</i>	22%
Asian	2%
Black	11%
Hispanic	7%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	32%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	79%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	47%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	67%
Housing Target <i>Full-Time Undergraduates</i>	70%
Occupancy Percent, Fall 2013	88%
Design Capacity, Fall 2013	1,039
Actual Occupancy, Fall 2013	923
Design Capacity, Fall 2014	1,033

RENTS

Average On-Campus Rent, Fall 2014	\$5,382
Average Off-Campus Rent, Fall 2014	\$4,304
Average Public Benchmark Schools Rent, Fall 2014	\$6,784
Average Regional Private Schools Rent, Fall 2014	\$7,612
Average MSCBA System Rent, Fall 2014	\$6,856

Map 5A

Campus Map - MCLA



- Potential Housing
- Existing Housing
- Academic

MCLA MASSACHUSETTS
COLLEGE
of Liberal Arts

I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Founded in 1894 as a normal school, Massachusetts College of Liberal Arts (MCLA) is the Commonwealth's public liberal arts college. MCLA offers Bachelor of Arts and Bachelor of Science degrees in 19 academic disciplines and 37 areas of concentration, as well as Masters and Certificates of Advanced Graduate Study (CAGS) in Education, and a Professional Master of Business Administration (PMBA).

MCLA prides itself on providing a residential college experience, with small classes, individualized attention from faculty, undergraduate research, internships, study away and community service opportunities. MCLA complements its academic offerings with equally compelling student life programs as part of its commitment to provide a rich living and learning community for students.

MCLA's connection to the local community is an important aspect of its culture, with the campus providing a comprehensive and diverse array of resources to community members, as well as to students, faculty and staff. MCLA also values its relationship with a network of nearby institutions and organizations. MCLA established and manages the Berkshire Cultural Resource Center, a creative economic incubator, and is a founding member of the Partnership for North Adams, which focuses on economic development strategies.

Regionally, MCLA is a lead partner in the Berkshire Compact for Education, a collaborative program that promotes educational access, and the Berkshire STEM Pipeline Network, a program that promotes STEM awareness and learning for students. MCLA is also the leader of one of the six state-wide Readiness Centers providing high-quality professional development and instructional services to local educators.

Nationally, MCLA is a member of the Council of Public Liberal Arts Colleges (COPLAC) and part of the national Liberal Education and America's Promise (LEAP) initiative of the Association of American Colleges & Universities. MCLA has been designated as a Top Ten Public Liberal Arts College by U.S. News & World Report annually since 2012 and was named to Kiplinger's Personal Finance's list of 100 best values in public colleges for 2015. The ranking cites four-year schools that combine outstanding academics with affordable cost.

CAMPUS PHYSICAL DEVELOPMENT

MCLA occupies 85 acres in the city of North Adams in Berkshire County. The main campus consists of 22 buildings on 15 acres. MCLA affords convenient access to the recreational opportunities provided by the natural beauty of Berkshire County. In addition to a distinctive landscape, Berkshire County offers a strong historic and cultural heritage that enriches the experience of MCLA students.

An eclectic assortment of architectural styles and building types reflect the growth of the campus over time, and include a former elementary school; a former synagogue; and the acquisition of several campus-adjacent residences through the MCLA Foundation that have been adapted for College use. Careful landscaping at multiple scales helps to knit these architectural elements into a unified environment.

An academic quad near the center of campus serves as the spatial and social heart of the campus, while brick-lined paths, low walls with inlays, and decorative lighting and benches bring a cohesive aesthetic to the overall campus composition. Parking lots are located on the campus perimeter.

As the pressure for on-campus space grew, MCLA purchased properties adjacent to the campus. The area immediately north of the campus core is now largely under MCLA ownership. MCLA's athletic facilities are separate from the campus core and sit on a 70-acre site about two-and-a-half miles away from the main campus. The College also provides, and is committed to expanding, outdoor recreation opportunities on campus and within the local community.

A number of campus improvements have recently been made, the most significant of which are the Feigenbaum Center for Science and Innovation, which opened in 2013, and a new building for the Department of Facilities Management, which opened in 2014. The Feigenbaum Center for Science and Innovation is a state-of-the-art facility that provides 60,000 square feet of new space and serves as a central location for all science and science-related programs on campus. The design of the building promotes research, hands-on discovery, and classroom learning. The new Department of Facilities Management building provides over 11,000 square feet of unified space for facilities staff, shops, and services.

Other recent campus improvements include renovation of the Centennial Room, the campus dining facility; replacement of the Campus Center gym floor and bleachers; an upgrade of the Campus Center fire protection system; renovation of the Campus Center Marketplace, bookstore, and convenience store as well as parking lot upgrades. A major renovation of Bowman Hall, the main campus classroom building, is currently underway with an anticipated completion date of July 2015.

Campus technology has also seen major improvements. A project to blanket the campus inside and out with WiFi access is finishing up. The amount of Internet bandwidth has quadrupled. The email system has been converted to Office 365 and the college's website updated. Student labs have been converted to energy-efficient and technologically advanced thin client systems. The phone system has been replaced with a state of the art Voice over IP system and the on campus security systems have all seen substantial improvements.

MCLA participates in the American Colleges & Universities Presidents' Climate Commitment, a nationwide higher education initiative to address climate change. The campus "Green Team" champions efforts to reduce carbon emissions and to incorporate sustainability into the curriculum and into co-curricular and residential life activities. These efforts also manifest in the College's capital projects, including LEED certification for MCLA's Feigenbaum Center for Science and Innovation, and energy-efficient features in the Berkshire Towers addition.

As the pressure for on-campus space grew, MCLA purchased properties adjacent to the campus. The area immediately north of the campus core is now largely under MCLA ownership.

II. STUDENT BODY

ENROLLMENT

The next decade will challenge all higher education institutions in the Northeast, as it is well known that a 7% decline in high school graduates is anticipated.

In this increasingly competitive market, MCLA stands out with distinct recognition as the Commonwealth's public liberal arts college. MCLA's mission emphasizes opportunities to extend learning beyond the classroom through high impact practices that are cultivated through a quality residential program that advances an enriched living and learning community.

MCLA attracts 66% of its total undergraduate enrollment from outside of Berkshire County and depends more heavily on student housing than most of the other State Universities. Accordingly, recent increases in full-time undergraduate enrollment support ongoing efforts to provide attractive and updated residential options for MCLA students.

Overall Enrollment. MCLA enrollment rose through the 2000's, and led to ongoing efforts to provide attractive and updated residential options for MCLA undergraduates. Graduate enrollment peaked in Fall 2004 and Fall 2005, and has since declined by half (215 fewer students). Overall, since Fall 2004, undergraduate enrollment increased 7% (104 students). However, undergraduate enrollment peaked in Fall 2010, and declined 11% through Fall 2013 (183 students). (See Figure 5A.)

Figure 5A

Student Enrollment, MCLA, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



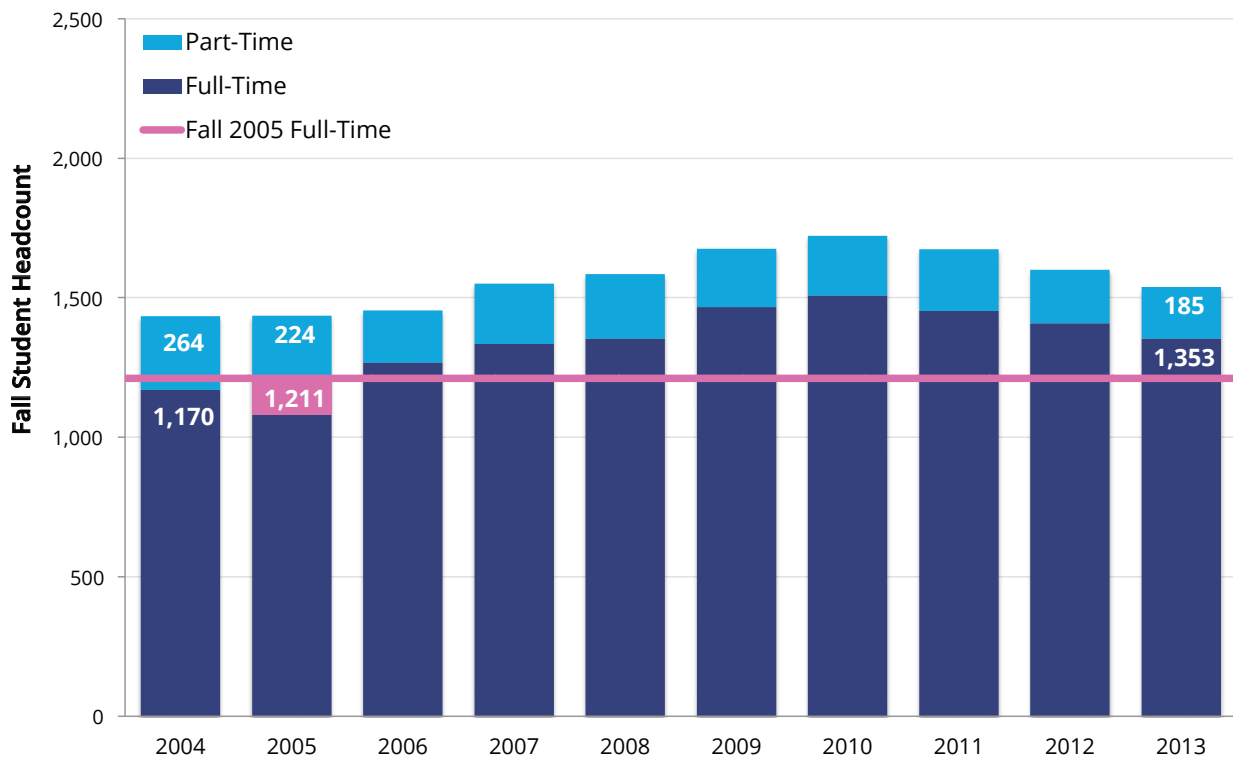
Undergraduate Enrollment. In Fall 2013, most of MCLA undergraduate students are full-time (88%). Full-time undergraduate enrollment grew consistently over the decade, by 16%. However, the full-time student population peaked in Fall 2010, and then declined 10% from Fall 2010 through Fall 2013. Part-time undergraduate enrollment fluctuated over the past decade, slowly declining 30% from Fall 2004 to Fall 2013. (See Figure 5B.)

MCLA attracts 66% of its total undergraduate enrollment from outside of Berkshire County. Recent increases in full-time undergraduate enrollment support ongoing efforts to provide attractive and updated residential options for MCLA students.

Figure 5B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, MCLA, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. MCLA predominantly supports traditional-aged students (18-24), with a mix of both residential and commuter students. The full-time undergraduate population is 60% female.

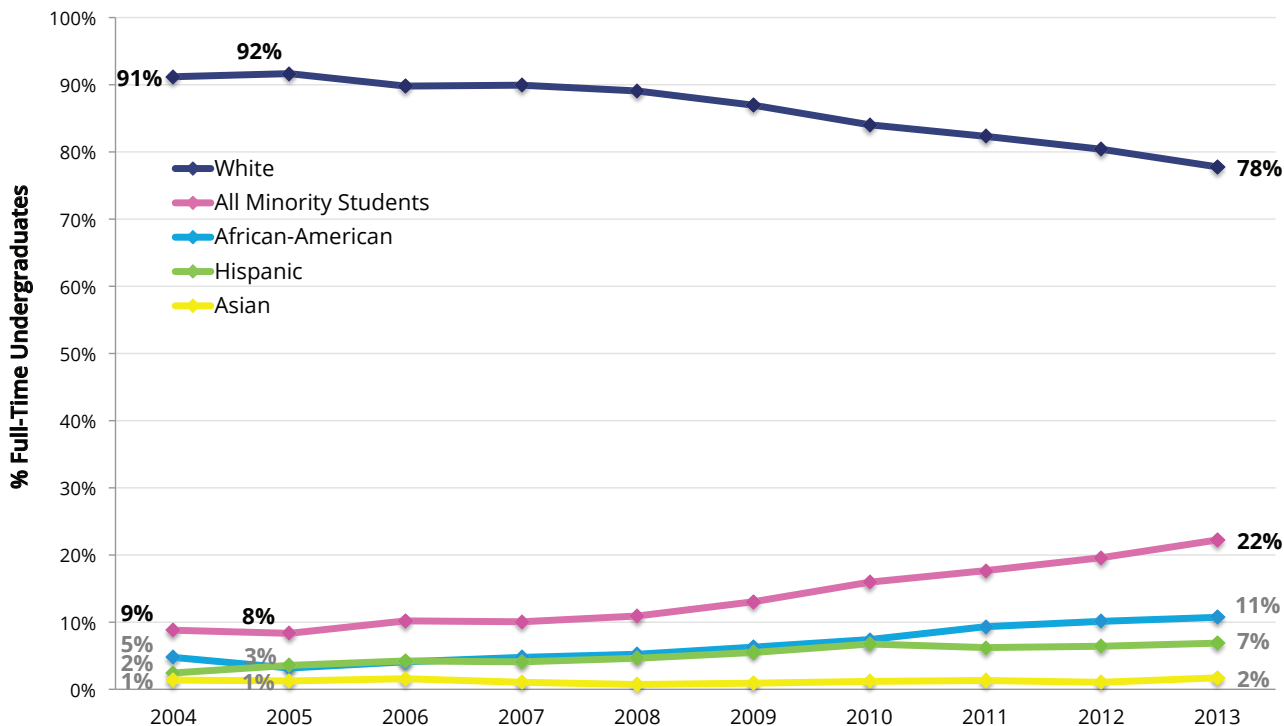
The percentage of full-time undergraduate minority students has been rising steadily, and is 22% in Fall 2013. The proportion of the student body that is composed of minority students is significantly greater than the overall minority population of Berkshire County. (See Figure 5C.)

The percentage of full-time undergraduate minority students has been rising steadily, and is 22% in Fall 2013.

Figure 5C

Full-Time Undergraduate Enrollment by Race/Ethnicity, MCLA, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. MCLA draws 74% of its full-time undergraduate students from within Massachusetts. 36% of this population is from Berkshire County, with a concentration of students from Pittsfield. This poses a challenge for the future, as the overall population of Berkshire County is declining. MCLA also has a concentration of full-time undergraduate students from Boston. (See Map 5B and Figure 5D.)

36% of this population is from Berkshire County, with a concentration of students from Pittsfield. This poses a challenge for the future, as the overall population of Berkshire County is declining.

Map 5B

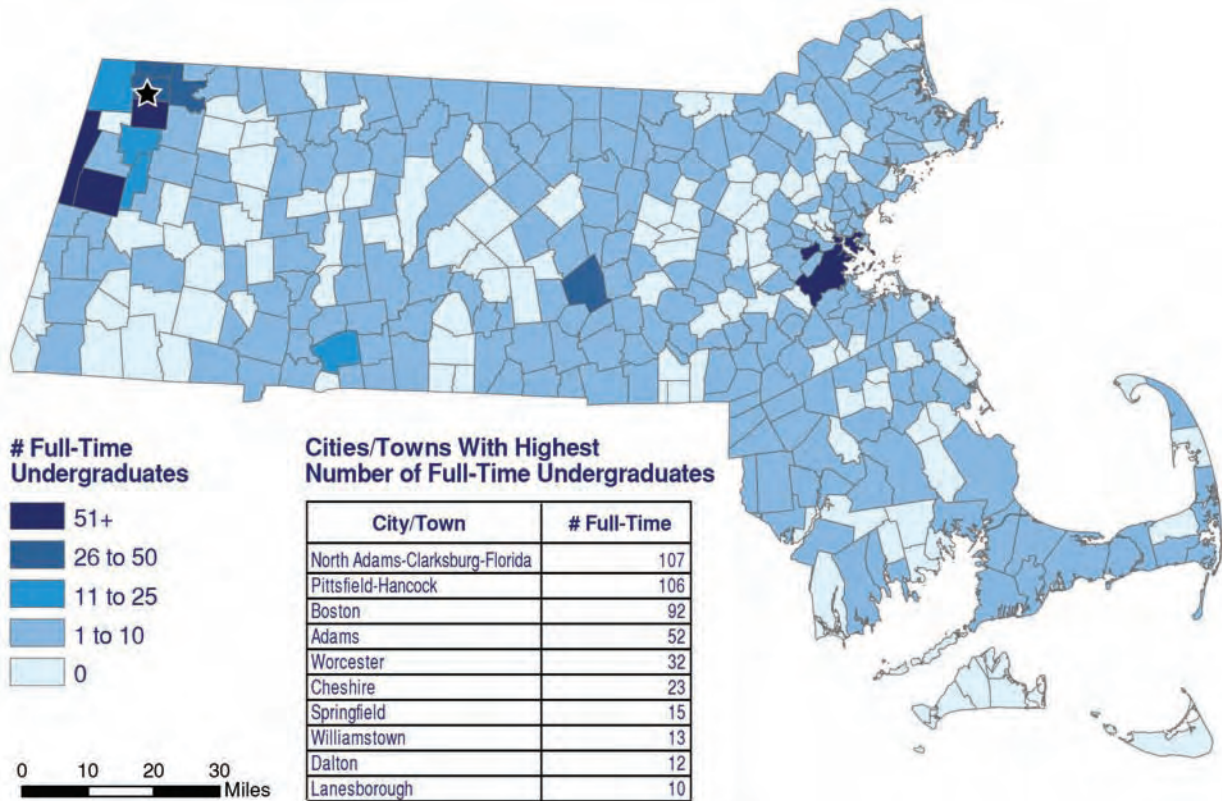
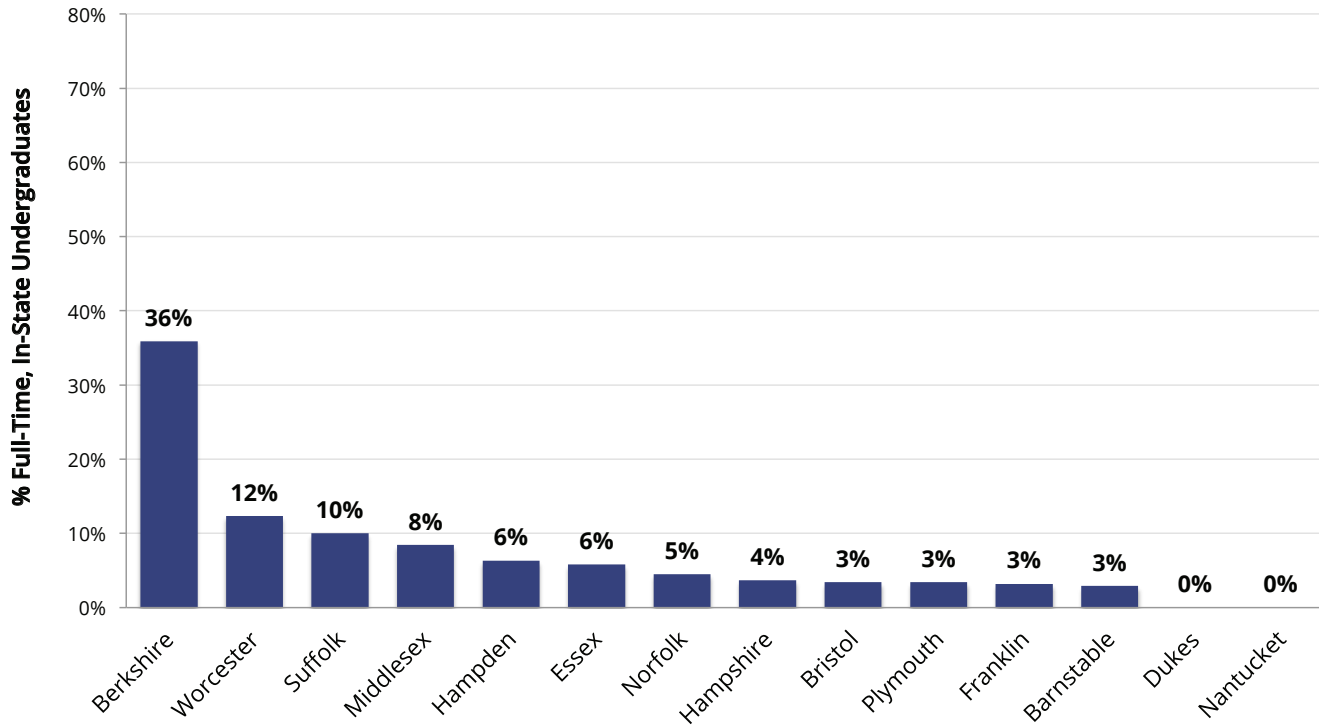


Figure 5D

Counties of Residence of Full-Time, In-State Undergraduate Students, MCLA, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

UNDERGRADUATE ADMISSIONS

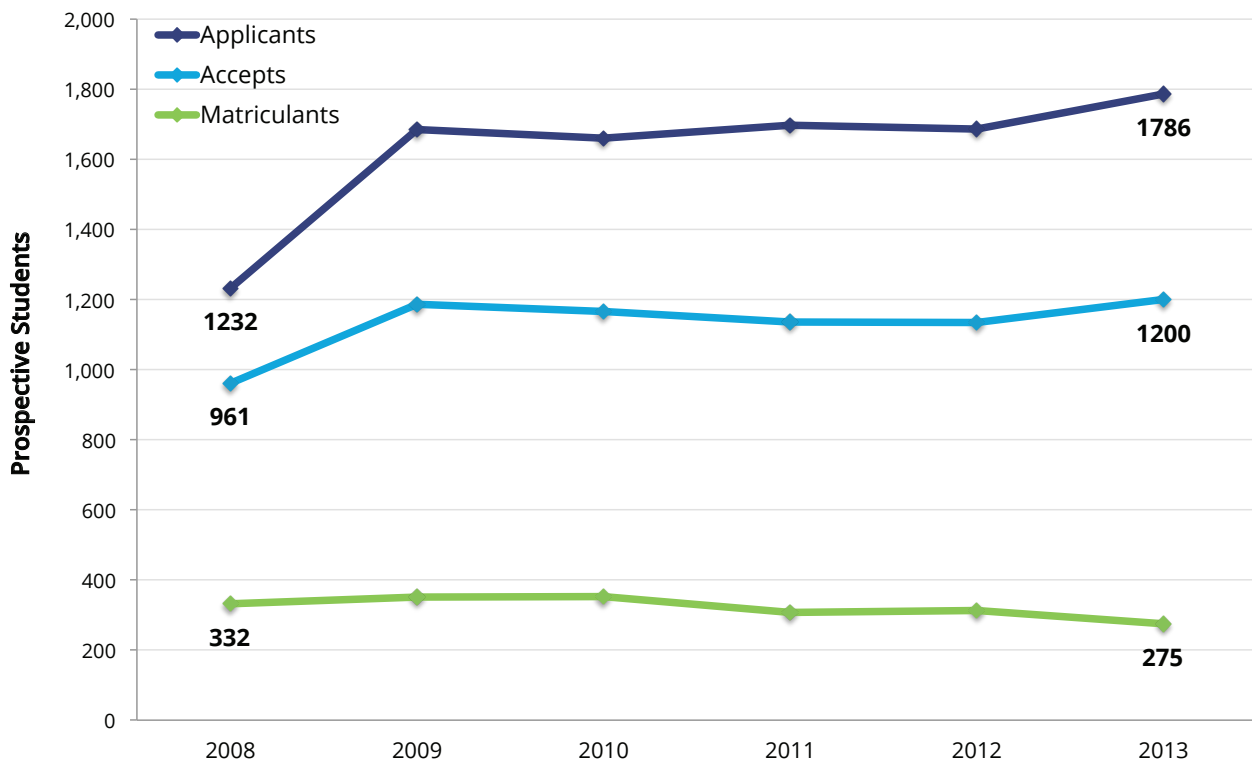
First-Time Freshman Admissions. After a spike in 2009, undergraduate applications to MCLA were relatively steady until Fall 2013, when there was another increase in applications. MCLA's more robust recruitment plan, which includes travel to primary and secondary markets and the introduction of the Common Application, as well as recognition of MCLA's quality academic experiences, have contributed to this increase.

In Fall 2011 through Fall 2013, there was a decline in the yield rate (matriculants/admitted students), and number of first-time Freshman matriculants¹. (See Figure 5E.)

Figure 5E

First-Time Freshman Admissions, MCLA, Fall 2008-2013

Source: MCLA, Fall 2014



Transfer Admissions. With fluctuations up and down, transfer applicants in Fall 2013 are at about the same level as in Fall 2008. The number of transfer matriculants decreased 15% during that same period². (See Figure 5F.)

¹ In Fall 2014 there is an increase in the number of first-time and transfer applicants, a return in first-time matriculants to the 2010 level, and a new high in the number of transfer matriculants (164 undergraduates).

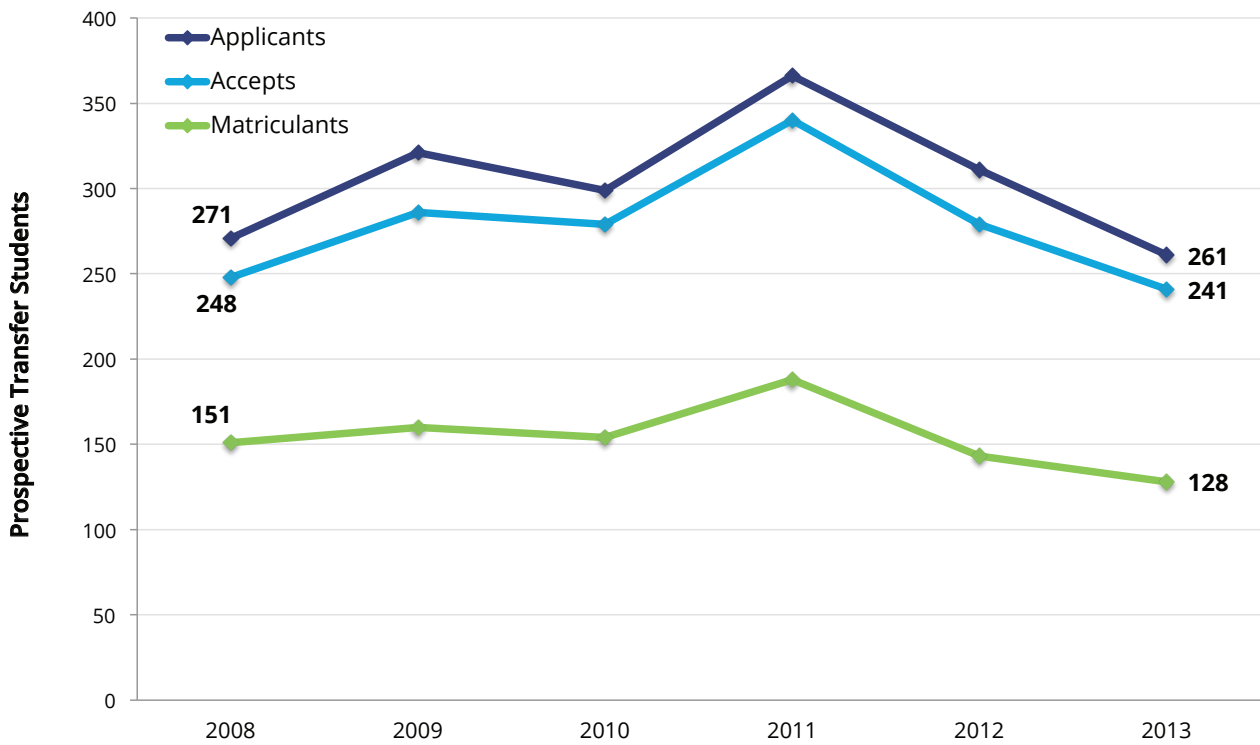
² Ibid.

MCLA participates in the MassTransfer program, which provides community college students who earn an associate’s degree a full transfer of credit, guaranteed admission, a tuition discount, and a guarantee of housing. MCLA continues to seek a strengthened relationship with neighboring community colleges, particularly Berkshire, Greenfield, and Hudson Valley Community Colleges.

Figure 5F

Transfer Admissions, MCLA, Fall 2008-2013

Source: MCLA, Fall 2014



Recruitment and Retention. MCLA has many strategies for recruitment, including acting as the lead partner in the Berkshire Regional Pre K-16 Network, sponsoring continuing education classes in Pittsfield, and participating in the National Student Exchange.

MCLA’s retention rate has risen in the past decade, from 73% in Fall 2005 to 79% in Fall 2013. It is important to recognize the role that MCLA’s size plays in variations within their retention rate; changes of just a few individuals typically show percentage swings. (See Figure 5G.)

MCLA employs high-impact student practices in and out of the classroom. Resident students are engaged in residence area advisory boards. These boards work to improve the quality of life for resident students and plan programs to build community. Residential Programs & Services encourages resident student leaders to participate in regional and national organizations and promotes the National Residence Hall Honorary, an organization that focuses on leadership and service.

On the academic side, the new science center has been a catalyst for innovative ways of teaching science, and the student body's high interest in performing arts clubs and organizations facilitates bonding and retention.

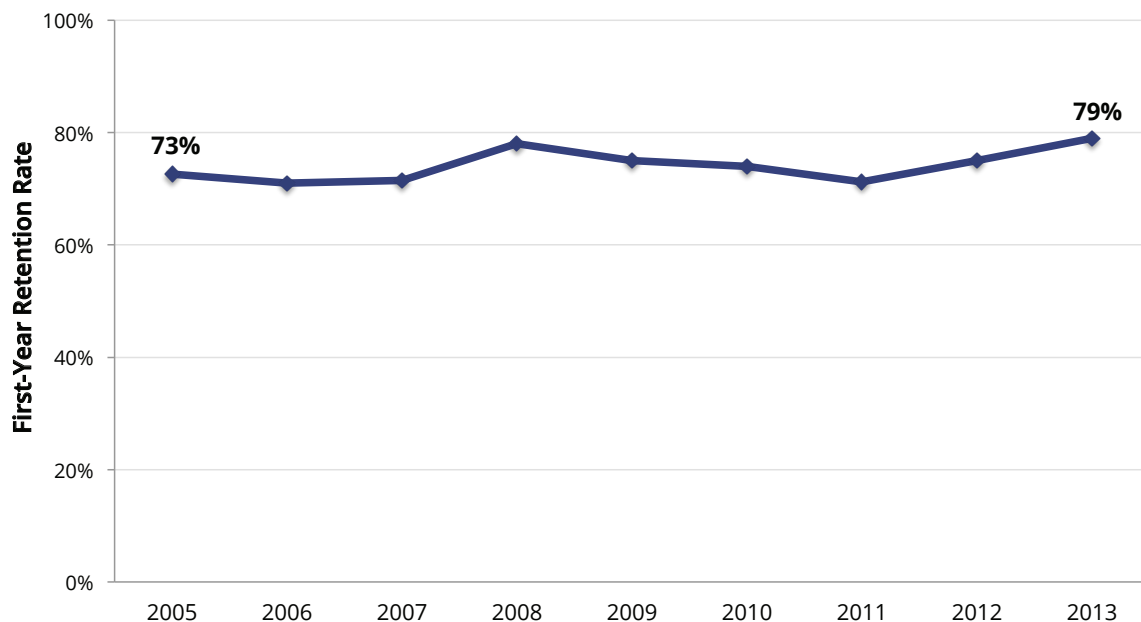
When MCLA learned that students with undecided majors were experiencing high attrition, they took steps to organize support services in the Center for Success and Engagement, and have since seen a dramatic improvement in persistence in this group. All of these efforts are seen as powerful student success tools.

MCLA has a goal of a 60% six-year graduation rate.

Figure 5G

First-Time, Full-Time Freshman Retention Rate, MCLA, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

Liberal arts colleges are characterized by their focus on undergraduate education; an enrollment of less than 2000; a curriculum that allows students to develop critical thinking and communication skills; a deliberate connection between classroom learning and real world applications; and a strong residential community. These characteristics defined MCLA prior to its designation as the Commonwealth's public liberal arts college and continue to define MCLA today.

MCLA's three-year on-campus residency requirement, which is unique within the Massachusetts State University System, reflects the College's commitment to build and sustain a strong residential community. A strong residential community allows members of the campus to participate and engage in the learning process together, both inside and outside of the classroom. Discussions, group project work and study groups can continue once class ends.

MCLA offers its resident students an enriched housing experience. Residence life staff and student advisory boards plan over 300 programs a year aimed at community building, campus and community involvement and interaction with faculty and staff. Theme communities support and develop student interests in the performing arts, study away experiences and community service. Paid and volunteer leadership positions in the residence areas enable students to develop job skills. Membership in the Northeast Affiliate of College and University Residence Halls (NEACURH) and the National Residence Hall Honorary (NRHH) allow resident students to develop leadership skills in an arena that transcends the MCLA campus.

While MCLA's on-campus residency requirement serves to deepen the educational experience of our students, it also creates a responsibility on the part of the College to assure that our residence areas are high quality, safe, supportive and reflective of the needs and interests of our student body. Toward that end, the College has established a goal to work with the MSCBA to assess our current residence areas; determine how these areas can best serve the interests of our students and the College; and develop a plan for renewal and possible replacement.

- Theresa O'Bryant, Interim Vice-President of Student Affairs, MCLA



DEMAND

In Fall 2013, MCLA houses 67% of its full-time undergraduate students on campus (910 students). On-campus housing availability remains consistent with the current target of housing approximately 70% of the full-time undergraduate enrollment and allows for increased growth in housing numbers over the next few years.

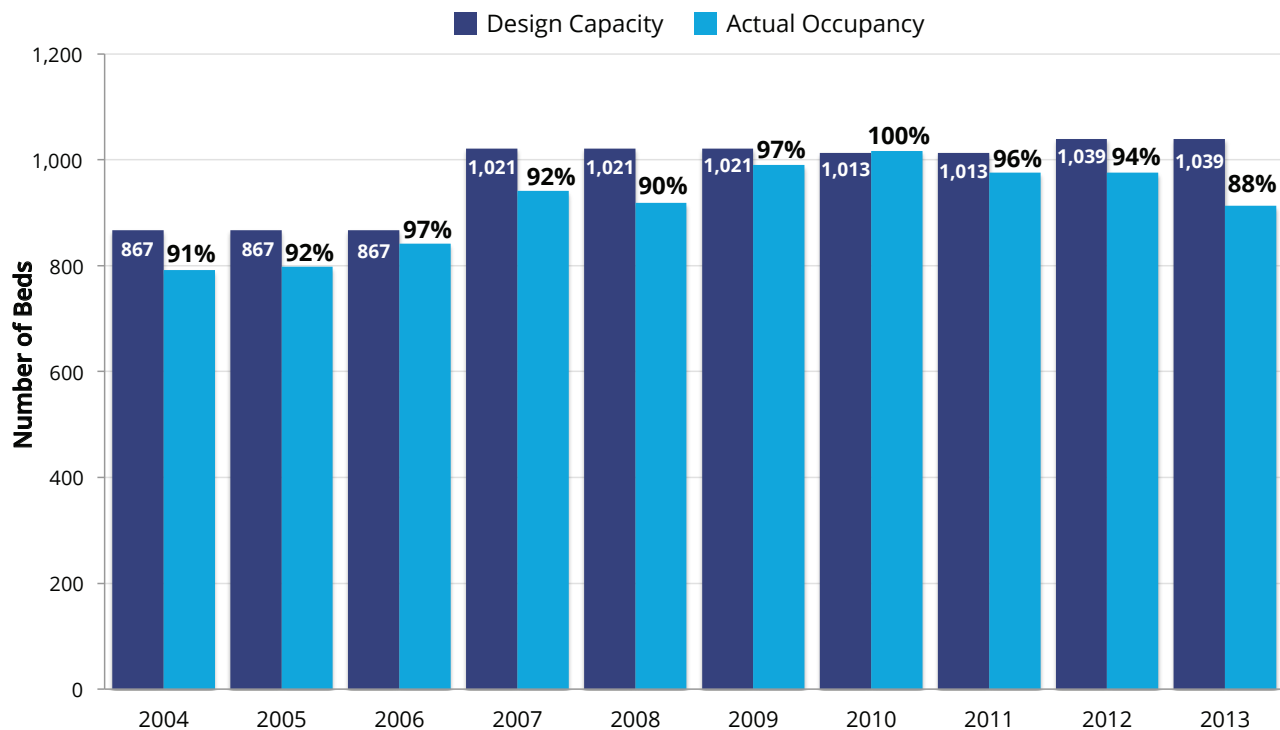
Occupancy. In Fall 2013, the occupancy rate is 88%, a decline from 2010 when occupancy rose to 100%. (See Figure 5H.)

The percentage of full-time undergraduate students living on campus has remained fairly constant since 2008.

Figure 5H

Housing Occupancy, MCLA, Fall 2004-2013

Source: MSCBA, Fall 2014



Other Housing Uses. MCLA rents campus space in the summer for conferences. In total, MCLA has about 1,000 to 2,000 of rented bed nights in the summer. Not all summer usage of housing is revenue-producing, however. For example, some student groups, such as Orientation, the Individual Enrichment Summer Session, and pre-season athletes stay in housing for no fee.

ON-CAMPUS STUDENT HOUSING PROFILE

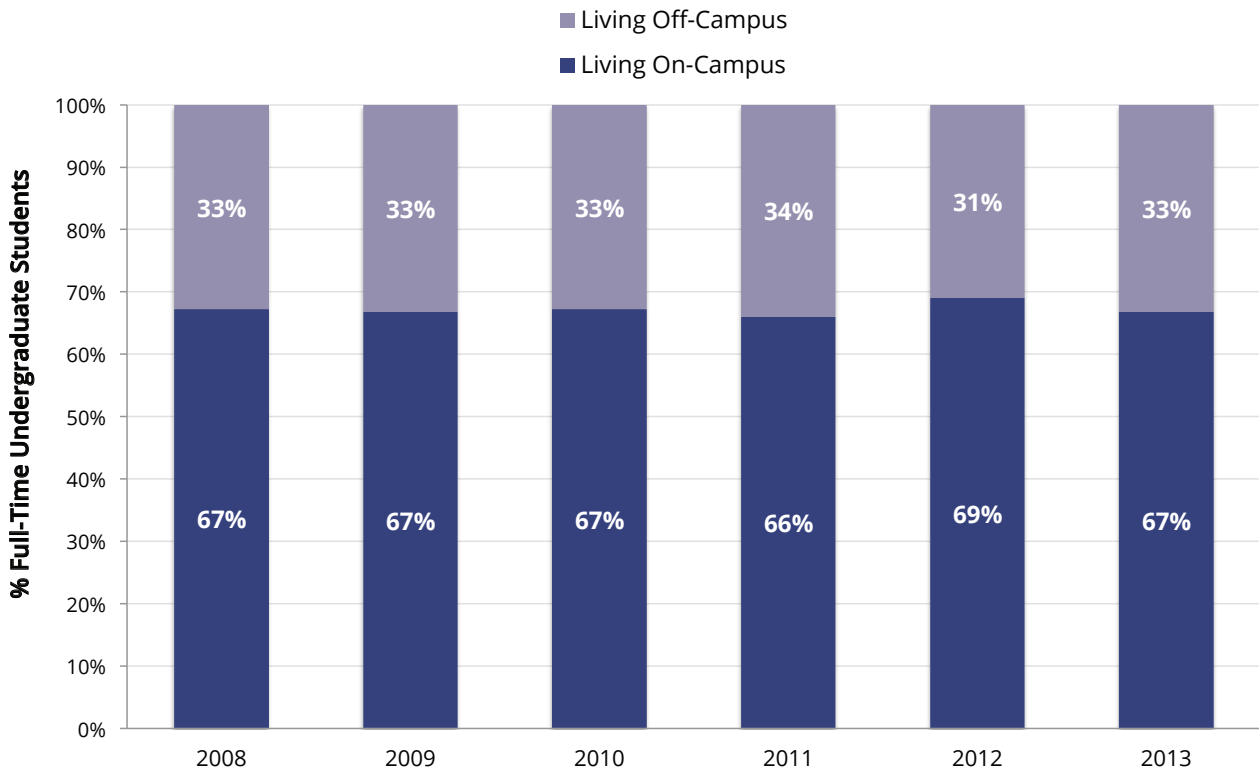
MCLA has a three-year on-campus residency requirement for all Freshmen who reside beyond a 20-mile radius from the campus. Transfer students are assigned a one-, two-, or three-year on-campus residency requirement based on the number of credits completed prior to enrollment. MCLA's residency requirement is unique within the State University system and creates a steady demand for housing.

Full-Time Undergraduates. The percentage of full-time undergraduate students living on campus has remained fairly constant since 2008. In Fall 2013, approximately two-thirds of the full-time undergraduate population (67%) live in on-campus housing. (See Figure 51.)

Figure 51

MCLA: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: MCLA, Fall 2014



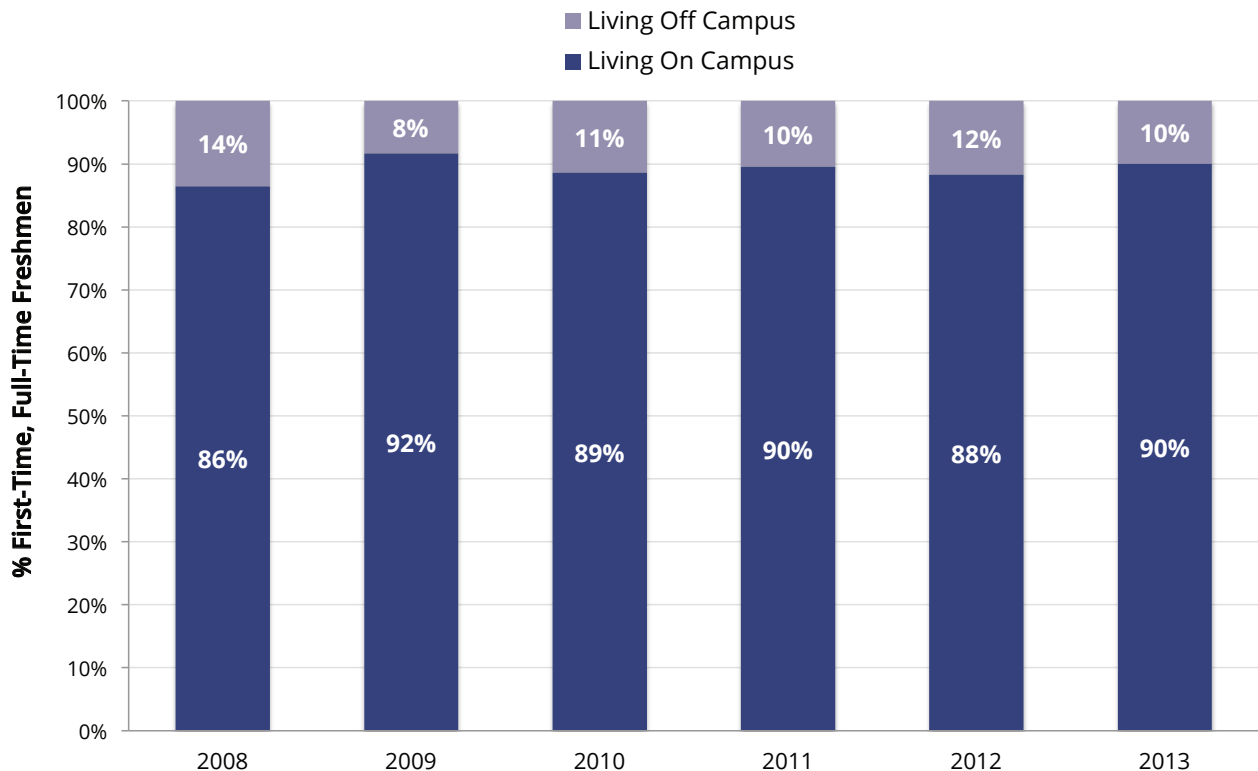
First-Time, Full-Time Freshmen. In Fall 2013, 90% of first-time, full-time Freshmen live on campus, a 4% increase from Fall 2008. The percentage of first-time, full-time Freshmen living on campus has hovered around 90% since Fall 2009. (See Figure 5J.)

The percentage of first-time, full-time Freshmen living on campus has hovered around 90% since Fall 2009.

Figure 5J

MCLA: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: MCLA, Fall 2014



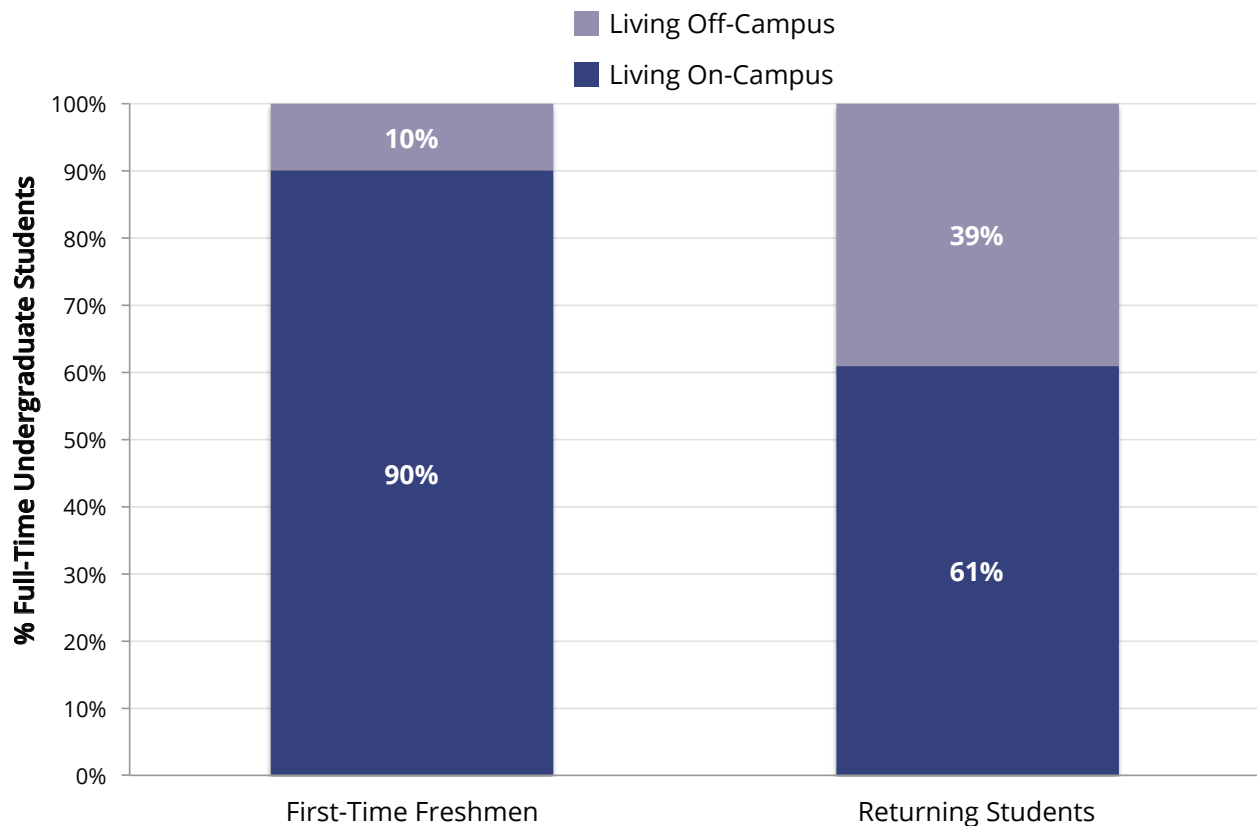
Full-Time Undergraduates by Class. In Fall 2013, slightly fewer than two-thirds (61%) of returning full-time undergraduate students live on campus. This large proportion of upperclassmen in on-campus housing reflects MCLA's three-year on-campus housing requirement. (See Figure 5K.)

The large proportion of upperclassmen in on-campus housing reflects MCLA's three-year on-campus housing requirement.

Figure 5K

Housing Situation of Full-Time Undergraduate Students by Class Year, MCLA, Fall 2013

Source: MCLA, Fall 2014



HOUSING PORTFOLIO

The variety of on-campus housing stock (traditional, suite-style and garden-style apartments) provides students with the ability to select the type of housing that best meets their living needs. About one-quarter of the residence hall rooms are traditional (23%), one-half are apartments (47%), and one-third are suites (30%).

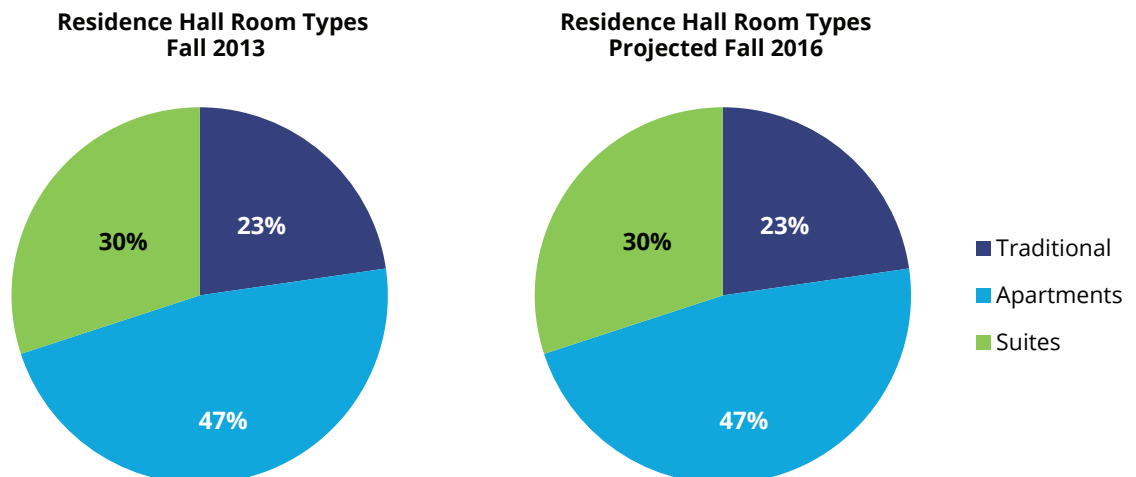
All three residence areas on campus were built prior to 1980. Significant progress in renewing the housing portfolio was accomplished through major entryway and common area projects in both Berkshire Towers and Hoosac Hall, and constructing an additional residential floor within Hoosac Hall in 2012. All residences have had the addition of state-of-the-art WiFi and Internet connections as well as cable TV upgrade to High Definition service. Additional strategies to modernize or replace aging housing stock need to be developed. Further, certain design aspects of the current housing stock are not in step with the demands of today's students. Greater numbers of students are seeking single room accommodations overall and students are not satisfied with many aspects of the apartment complex including undersized double rooms and design triples.

A complete listing of all MCLA residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 5L.)

Figure 5L

Residence Hall Room Types, MCLA

Source: MSCBA, Fall 2014



FALL 2014 RENTAL CONTEXT

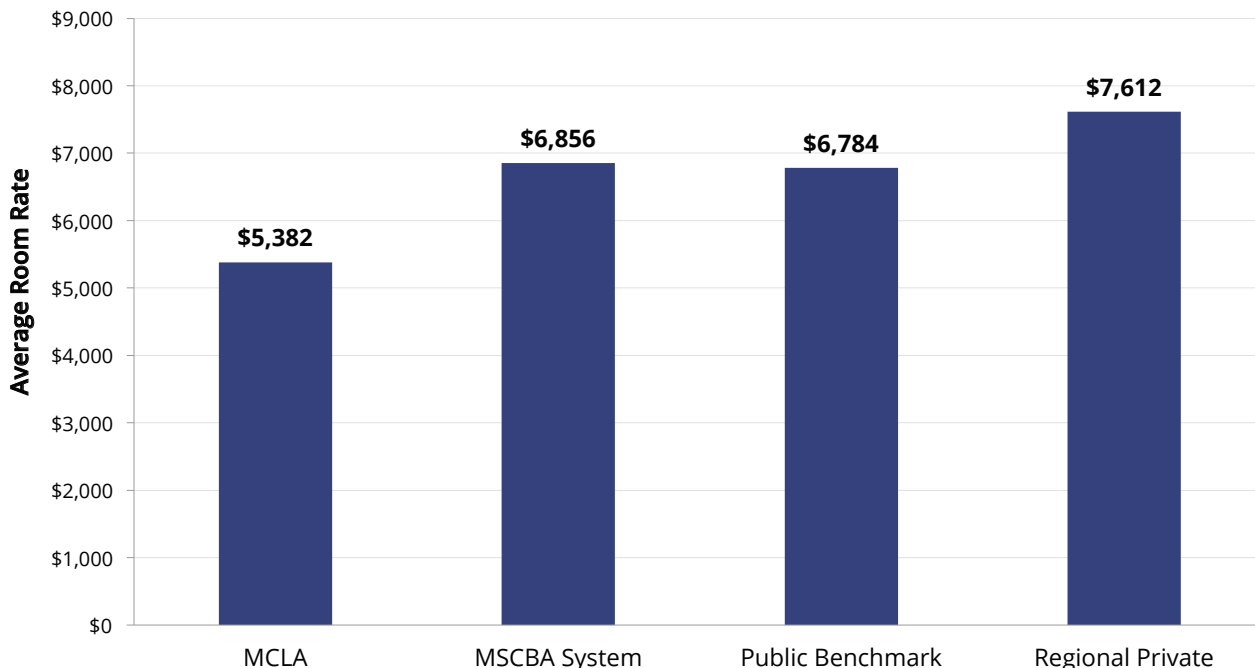
Overall Cost. Based on Fall 2014 data, the average cost of on-campus housing at MCLA is \$5,382 per year. Costs for all types of on-campus housing are lower than the average corresponding costs for other MSCBA schools as well as the College’s public and private benchmarks. This average cost is 21% less than the MSCBA average rent, 21% less than that of its public benchmarks, and 29% less than that of its regional private schools. (See Figure 5M.)

Costs for all types of on-campus housing are lower than the average corresponding costs for other MSCBA schools as well as the College’s public and private benchmarks.

Figure 5M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



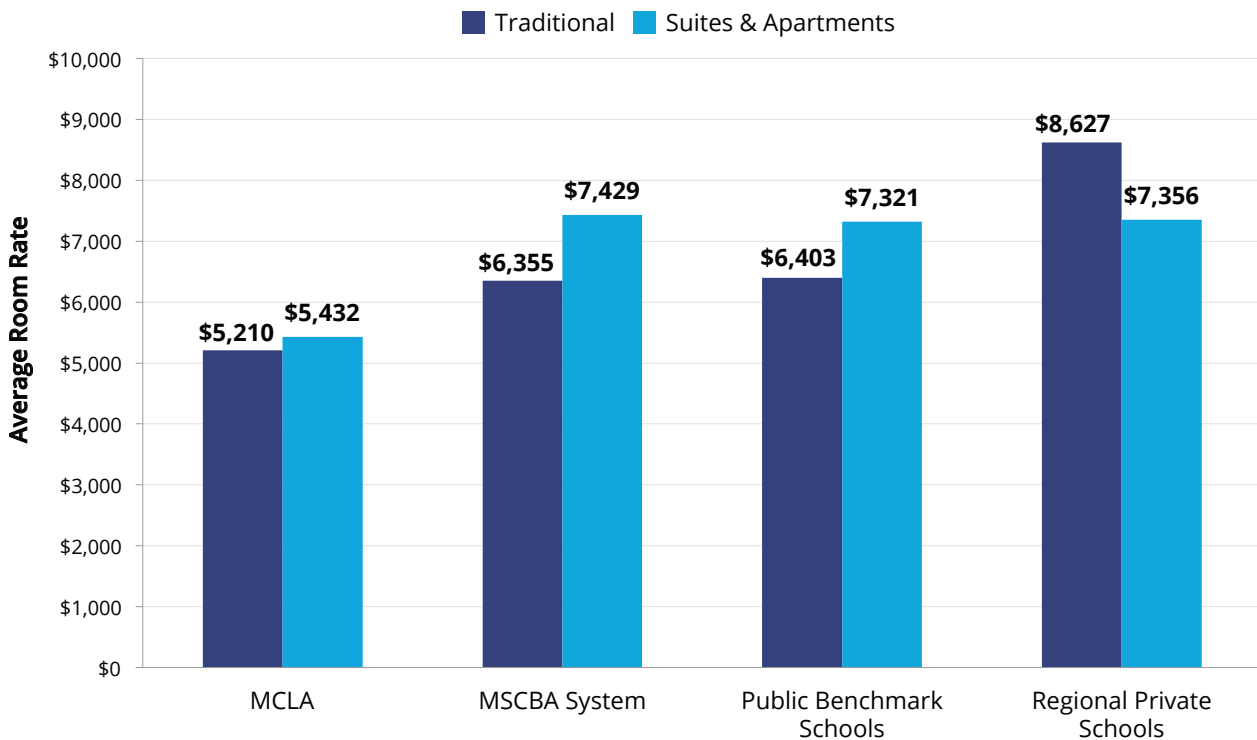
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. MCLA's apartments and suites cost slightly more (4%) than its traditional residence hall. All of MCLA's residence options cost less than the average corresponding room rates for the MSCBA system, and the College's public and private regional benchmarks. MCLA's traditional residence hall is 18% less than the average for the MSCBA system, 19% less than the average room rate at public benchmarks, and 40% less than the average room rate at regional private schools. MCLA's apartments and suites are 27% less than the MSCBA system average, 26% less than the average room rate for public benchmarks, and 26% less than the average room rate for regional private schools. (See Figure 5N.)

Figure 5N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014

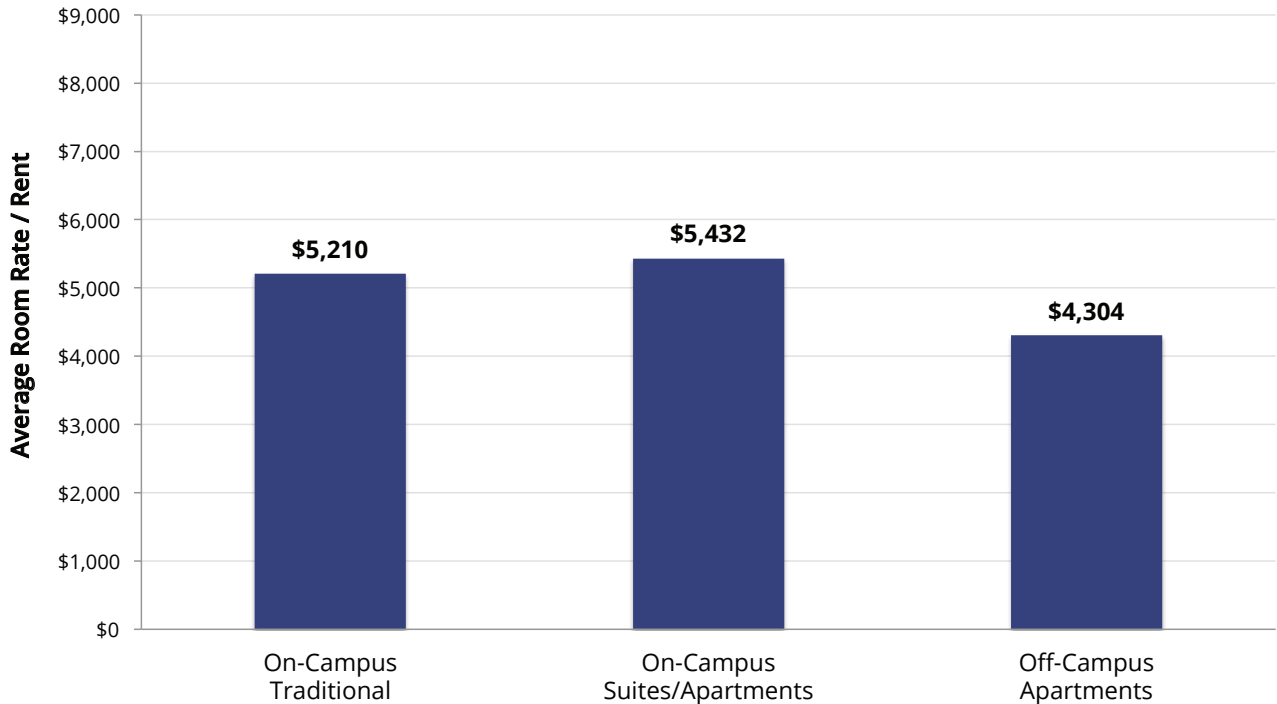


Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. While MCLA's housing is competitively priced relative to its peers, off-campus housing options are less expensive. Based on Fall 2014 rental data, rents for MCLA's on-campus apartments and suites are 26% higher than off-campus rents in the area surrounding MCLA. In terms of inventory: 56% of the units listed were three-bedroom units, 22% two-bedroom; 11% one-bedroom, and 11% four-bedroom. Some of the streets where off-campus students live include Church, Blackinton, Montana and Ashland. (See Figure 5O.)

Figure 50**Average On-Campus Room Rate and Off-Campus 10-Month Rent, MCLA, Fall 2014**

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Since 2004, MCLA has been engaged in a strategic planning process that guides progress. Every campus division develops, implements, and measures progress on action plans aligned with the institution's strategic goals. In 2011, MCLA launched a revised and updated strategic plan (MCLA Strategic Plan) focused on the following goals:

- Excellence in Teaching and Learning
- Supportive and Inclusive Community
- Responsive and Intentional Stewardship
- Public Purpose and Engagement

The plan references two objectives under the second goal that may relate to residential life: "enhancing the First Year Experience," and, "to build on existing programs and encourage members of the campus community to lead innovative activities that promote community."

Through the College's 2013-2014 strategic planning process, outreach programs targeted toward providing on-campus housing for veterans and attracting additional commuters to on-campus living were developed. The College is currently implementing the action steps associated with these outreach programs.

The following section demonstrates some of the ways that MCLA may be addressing these goals and objectives through current and future housing initiatives.

Figure 5P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Berkshire Towers	Suite Mock-Up	\$350,000
Hoosac Hall	New Entry, Bathroom Renovations (27 new beds)	7,691,000
Flagg/Berkshire	Landscape, Window, Finish Upgrades	1,305,000

2015: Projects Underway

Berkshire Towers	Lounge Renovations	1,000,000
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2016 and Beyond: Future Projects Anticipated

Berkshire Towers	Bathroom Renovations, Fire Alarm & Electrical Upgrades	2,500,000
Flagg Townhouses	Fire Protection, Hot Water, Electrical Upgrades	3,500,000
Hoosac Hall	Mechanical Upgrades and Heating System Controls	500,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

There are housing projects, small and big, currently under way or planned for each of the three residence areas: Hoosac Hall, Berkshire Towers, and the Flagg Townhouse Apartment Complex.

POTENTIAL HOUSING INITIATIVES

The mission of Residential Programs & Services at MCLA is to provide students with a safe and supportive residential environment that maximizes personal growth and encourages academic success. While the department has developed policies and programs aimed at meeting this mission, improvements to the current housing stock are necessary to better meet changing student needs and College initiatives.

The Flagg Townhouse Apartment Complex is garden-style and its design does not promote the formation of community which is central to the residential nature of the College. The Complex houses over 450 students. Its community building only accommodates programming space for 25. Safety and security issues result from 184 separate entrances, isolated living space and no effective way to communicate with residents during emergencies. The many levels of the Complex and the interior design of the apartments do not support ADA requirements for accessibility.

Part of the College's Strategic Plan is to increase summer conferences and educational programs. Air-conditioned residential facilities are an important factor in increasing summer traffic.

The configuration of MCLA residence areas does not provide the room types that today's students are seeking. There is a need for additional single rooms. Certain double rooms in the Flagg Townhouse Apartment Complex are too small to comfortably accommodate two students and full occupancy in triple rooms is hard to maintain.

Half of MCLA's beds are located in the Flagg Townhouse Apartment Complex. This requires the College to house Sophomores, Juniors and Seniors in apartments. This style of housing is not conducive to the developmental needs of many students, especially Sophomores.

While the College currently offers a number of residential theme communities, there is an interest in developing Living Learning Communities that support the formation of residential academic communities. This initiative would benefit from the creation of classroom and study space in the residence areas and possible housing for faculty-in-residence. The College is also interested in creating some short-term living space for visiting faculty.



POTENTIAL CAMPUS INITIATIVES

MCLA has successfully partnered with the MSCBA on a number of student-centered projects in the past and hopes to continue to do so in the future. Some of the projects currently under consideration include the development of additional parking; improvements to current parking lots; upgrades to the theater; increased student recreational space; a larger dining facility and a new Public Safety building.

In addition to partnering with the MSCBA, MCLA continues to work with the Division of Capital Asset Management to make improvements on the overall campus. In addition to the new science building and major renovations to Bowman Hall, the Campus Master Plan identifies needed improvements to the Library, Campus Center, Venable Hall and Mark Hopkins.

The library of the future is more of an academic resource center, requiring spaces for student services, including advising. Group study space is also increasingly important; more spaces are needed, and current spaces require enhancement. The University is planning to undertake a Library Master Plan if funding becomes available this year.

V. SUMMARY

MCLA is unique among the State Universities as a liberal arts college with a three-year residency requirement. The College houses almost all of its Freshman class, and, overall, 67% of its students. To this end, the College has a strong mission to provide supportive residences for full-time undergraduate students in different class years and with different needs. The College should continue to develop housing strategies that address this mission, which may include modernizing or replacing aging stock, or developing unit types and common spaces that better support their developmental goals of housing. Directly related to the undergraduate enrollment decline that began in 2011, MCLA's housing is currently undersubscribed. The College may also wish to explore other strategies for the use of their housing, such as a higher retention of upperclass students in housing, the increased summer use of housing, or converting some housing spaces for academic or other uses/users.



MASSACHUSETTS
MARITIME ACADEMY

MASSACHUSETTS MARITIME ACADEMY: 2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	1,476
Undergraduate Student Enrollment	1,376
Full-Time Enrollment	1,333
Part-Time Enrollment	43
Graduate Student Enrollment	100

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	17%
From Massachusetts	76%
From Out-of-State	24%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	99%
Male	89%
Female	11%
Minority <i>Students with Known Race/Ethnicity</i>	8%
Asian	3%
Black	2%
Hispanic	2%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	13%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	87%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	61%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	93%
Housing Target <i>Full-Time Undergraduates</i>	100%
Occupancy Percent, Fall 2013	112%
Design Capacity, Fall 2013	1,109
Actual Occupancy, Fall 2013	1,238
Design Capacity, Fall 2014	1,411

RENTS*

Average On-Campus Rent, Fall 2014	\$6,440
Average Public Maritime Schools Rent, Fall 2014	\$5,503
Average Regional Private Schools Rent, Fall 2014	\$8,741
Average MSCBA System Rent, Fall 2014	\$6,856

* *Off-campus rents were not assessed, as Mass Maritime aims to house 100% of its undergraduate students on campus. On-campus suite and apartment rates were also not assessed, as 99% of Mass Maritime's housing stock consists of traditional-style rooms.*

Map 6A

Campus Map - Massachusetts Maritime Academy



- Potential Housing
- Existing Housing
- Academic



MASSACHUSETTS
MARITIME ACADEMY

I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

The Massachusetts Maritime Academy ('the Academy') was founded in 1891 and is the oldest continuously operating maritime academy in the United States, with 1,376 enrolled undergraduates in Fall 2013. The Academy's undergraduate academic programs feature seven distinct majors and emphasize a blend of the liberal arts and sciences with technical and professional studies.

Graduates of the Academy's two oldest programs, Marine Transportation and Marine Engineering, earn twofold credentials: a fully accredited Bachelor of Science degree and a professional license as Third Mate or Third Assistant Engineer, both unlimited as to waters or vessel size. In addition to the undergraduate programs, the Academy offers two Master of Science degrees, in Facilities Management and Emergency Management.

The Academy has a mission unique within the region, since no other institution in the Commonwealth offers pre-professional programs in maritime studies. The campus and culture are similarly unique, reflecting the Academy's regimental organizational structure. Existing structures are designed to simulate ships in keeping with the mariner theme. Tied to the dock is the 540-foot-long training vessel, "T.S. Kennedy", which is actively used for instruction and functions as a floating classroom for 600 students during the annual semester at sea.

CAMPUS PHYSICAL DEVELOPMENT

The campus occupies 48 acres on a peninsula located on the banks of the Cape Cod Canal in the village of Buzzards Bay, Massachusetts. The topographically flat campus features a tight cluster of academic structures surrounded by large expanses of open space dedicated to regimented resident life and athletics. Residential structures run along the north edge of campus, while administrative buildings and the T.S. Kennedy occupy the south edge and run parallel to the adjacent canal.

One-fifth of campus land, about nine acres running along the north and western edges, is designated wetlands. In addition, the entire campus is in a FEMA Special Flood Hazard Area (SFHA).

II. STUDENT BODY

ENROLLMENT

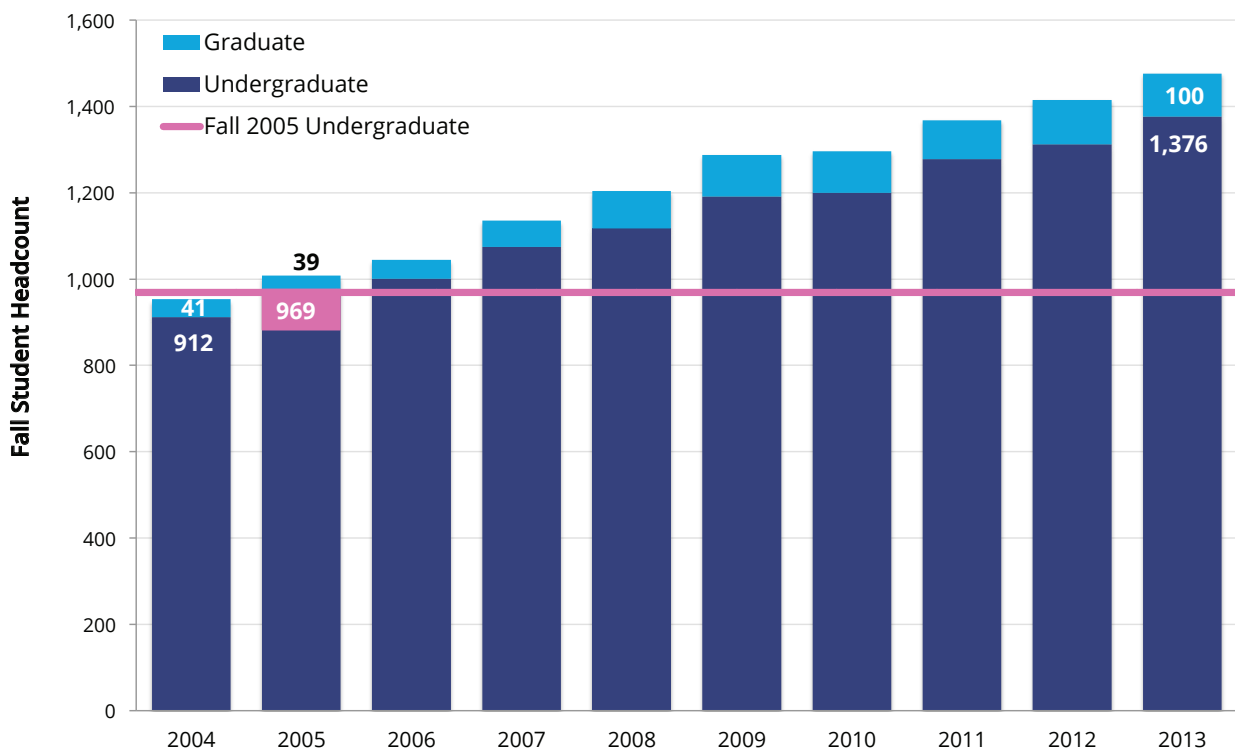
Overall Enrollment. The total enrollment of the Academy has grown 55% from 953 students in Fall 2004 to 1,476 in Fall 2013.

In Fall 2013, undergraduates comprise 93% of the student body. Though small, the Academy's graduate population more than doubled over the past decade, from 41 students in Fall 2004, to 100 students in Fall 2013. As a response to the new academic programs being offered, the Academy intends to increase the graduate population to 150 students over the next few years. (See Figure 6A.)

Figure 6A

Student Enrollment, Mass Maritime, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



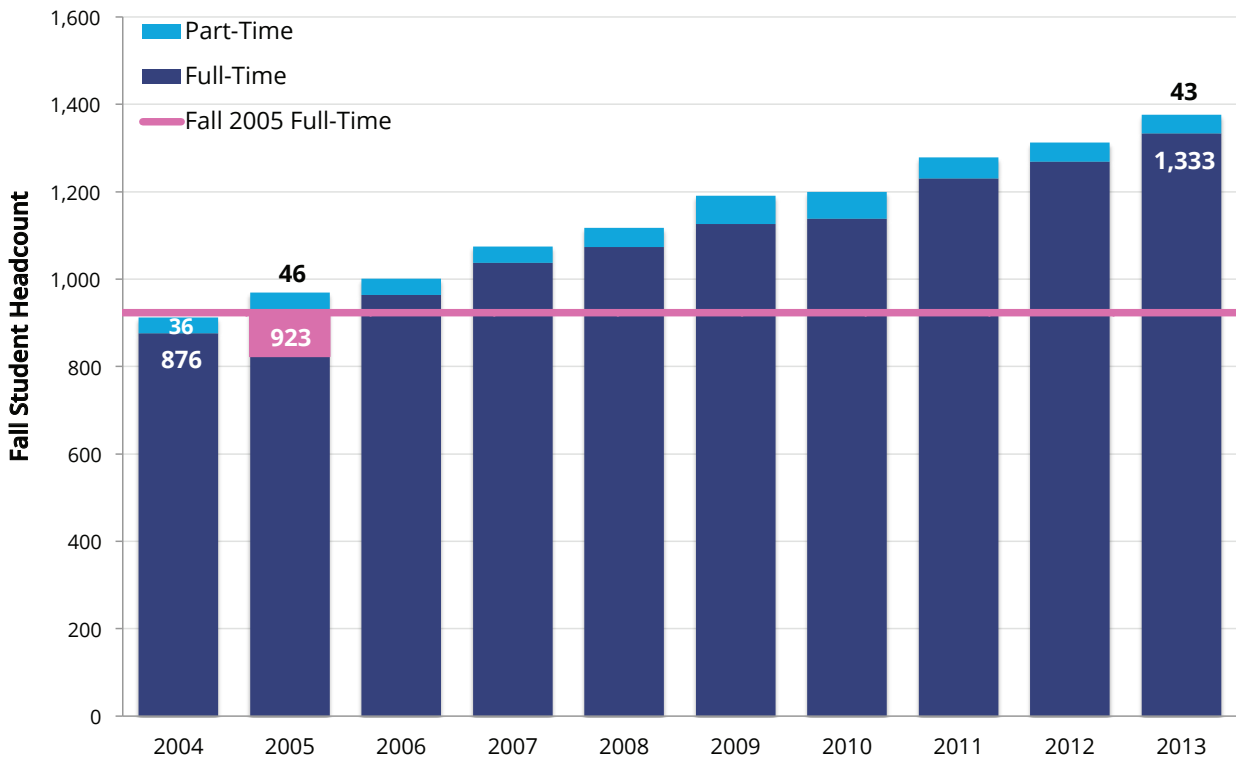
Undergraduate Enrollment. The Academy's undergraduate enrollment is established under the Massachusetts Maritime Academy Partnership Plan with the Commonwealth. The undergraduate population grew at a consistent rate over the past decade, increasing by 51% since Fall 2004 (464 students). Previously, the Academy had a 'March to 1,000' enrollment plan, but when it reached this goal, it simply continued on. Now the Academy seeks to increase its total undergraduate student population to 1,600 by 2017 and is on track to meet this goal in Fall 2013 with an incoming Freshman and transfer population of 382 students and total undergraduate population of 1,376.

Mass Maritime requires that all undergraduate students attend the Academy full-time. Special consideration is required for undergraduate students seeking part-time academic status. Mass Maritime is the only school in the MSCBA System to require full-time enrollment. (See Figure 6B.)

Figure 6B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Mass Maritime, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. The Academy is currently working towards diversifying racial and gender patterns among its students through targeted outreach efforts and heavy investments in recruiting. In Fall 2013 the percentage of full-time minority students is 8%, up from 4% in Fall 2004. The percentage of minority students attending the Academy is equal to the minority percentage of its geographic region, but much less than the average of the Massachusetts State University System.

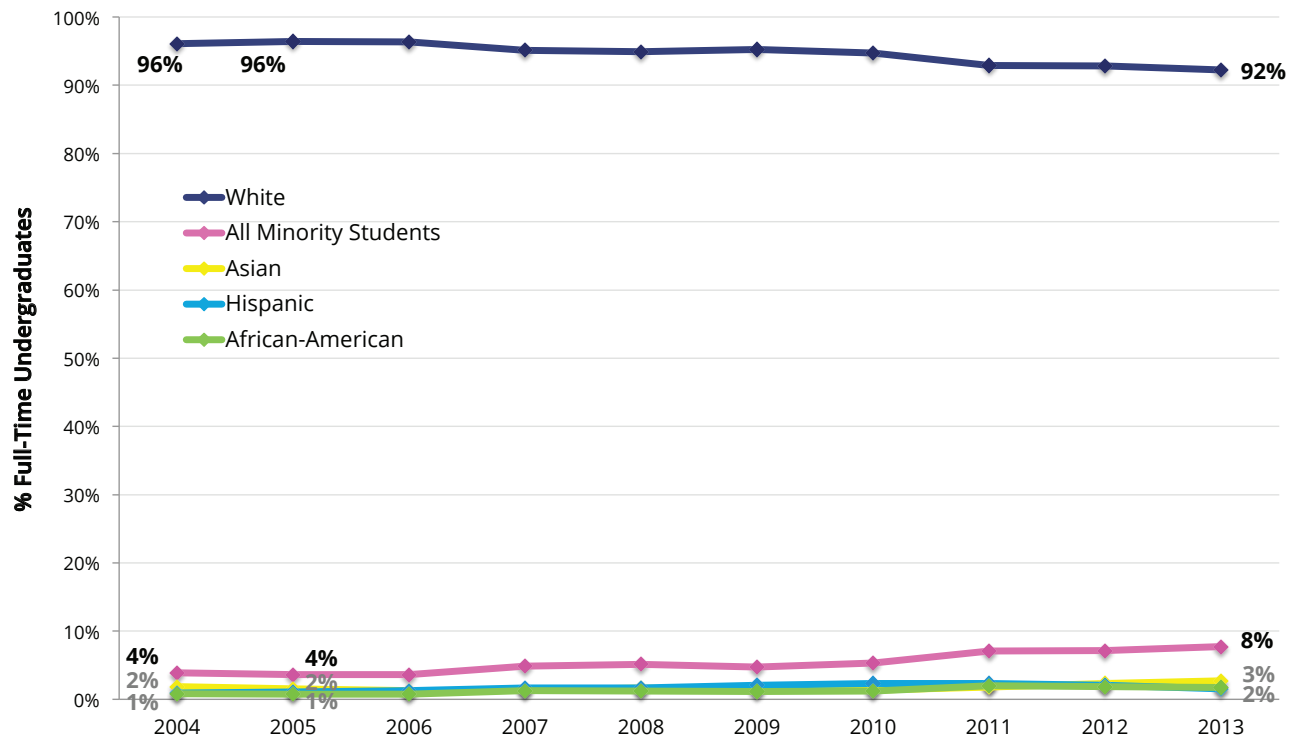
One top recruiting priority is to attract more Hispanic students, many of whom are of the first generation in their family to attend college. The Academy is doing more outreach to urban schools, but is finding it challenging to get the students and their families to visit campus. (See Figure 6C.)

In Fall 2013, 99% of the full-time undergraduates are of traditional age, and the Academy has a full-time female undergraduate enrollment of 11%, which it is also working to increase.

Figure 6C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Mass Maritime, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. In Fall 2013, three-quarters of Mass Maritime’s full-time undergraduate student body is in-state (76%), primarily from the south shore of Boston and Cape Cod. Thanks to the specialized nature of its programs, the Academy widely reaches outside the state as well, drawing students from all over New England, as well as from around the globe. Approximately 92% percent of the Academy’s enrollment comes from the Northeast. (New York is rarely a source of students, since it is home to both SUNY Maritime Academy and the United States Merchant Marine Academy.) (See Map 6B and Figure 6D.)

The Academy draws few international students because of limitations to USCG license requirements; in Fall 2013, the full-time undergraduate student body is 1% international. However, recent exchange programs with Shanghai Maritime University, Panama, and the Dalian 2 + 2 program will increase current numbers.

Map 6B

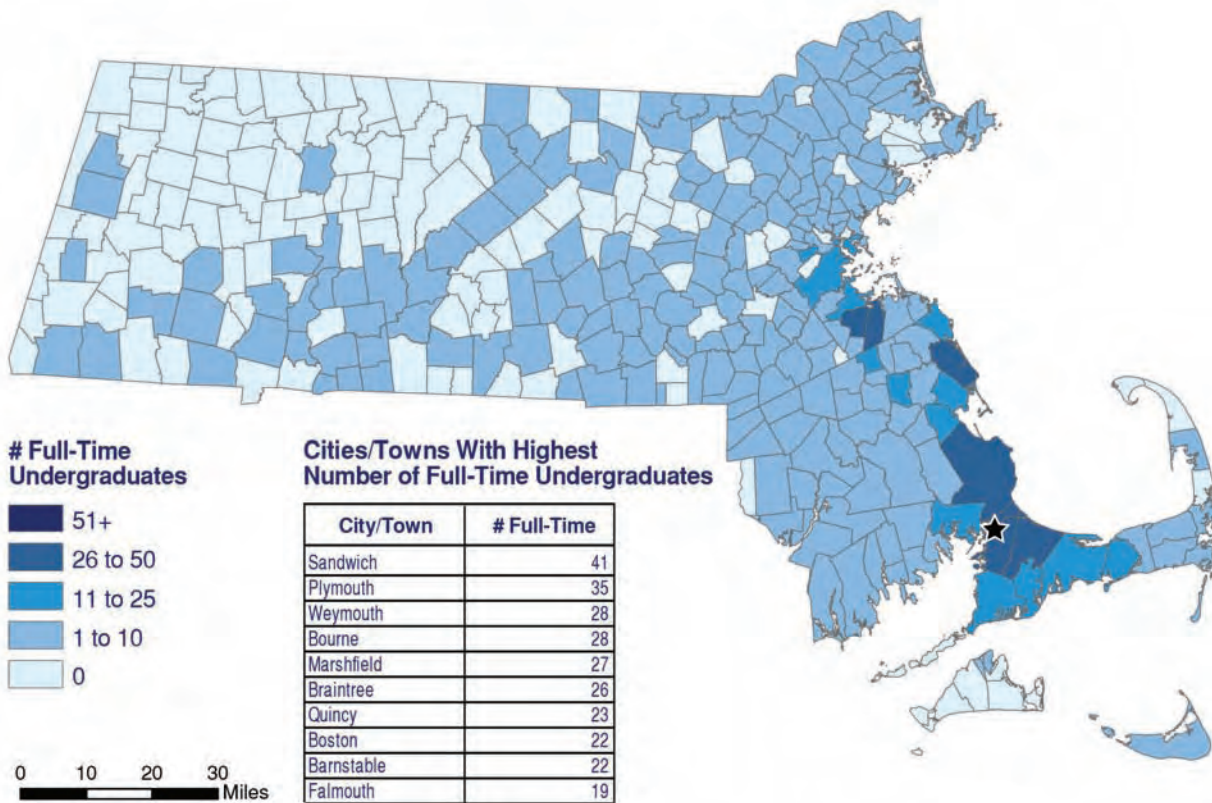
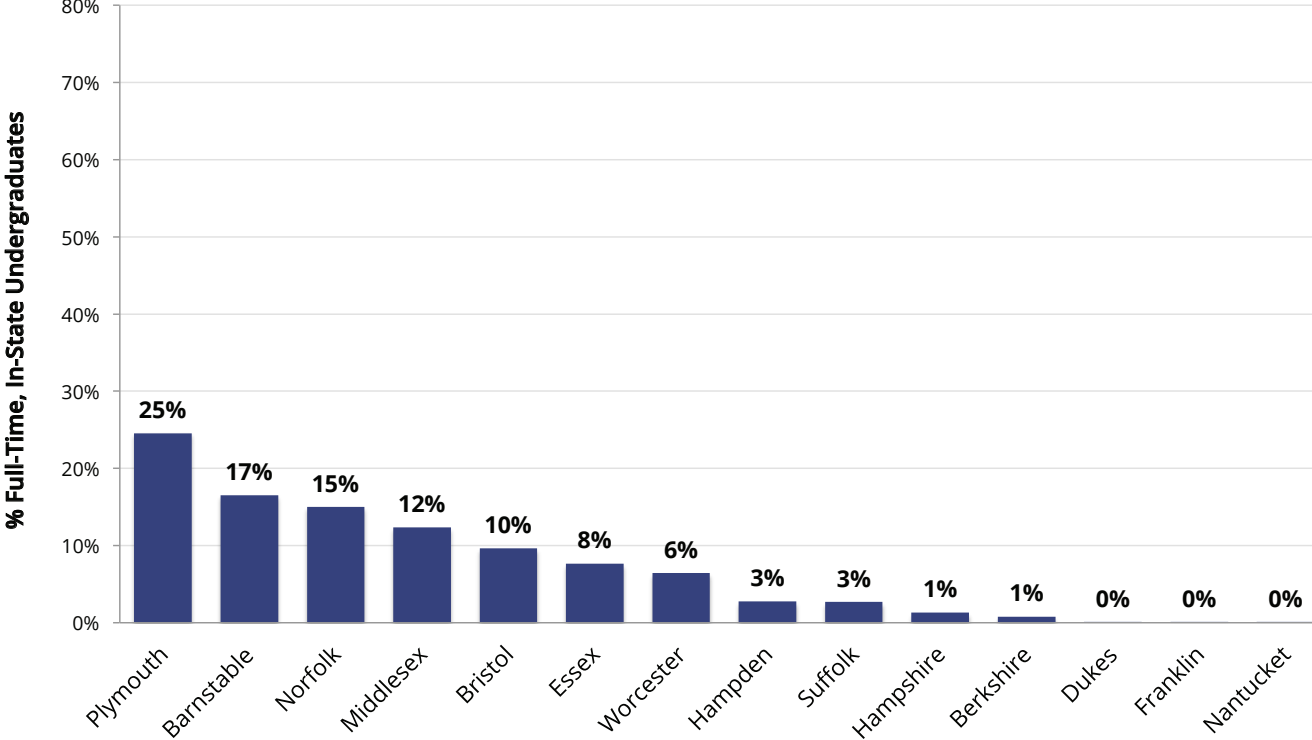


Figure 6D

Counties of Residence of Full-Time, In-State Undergraduate Students, Mass Maritime, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

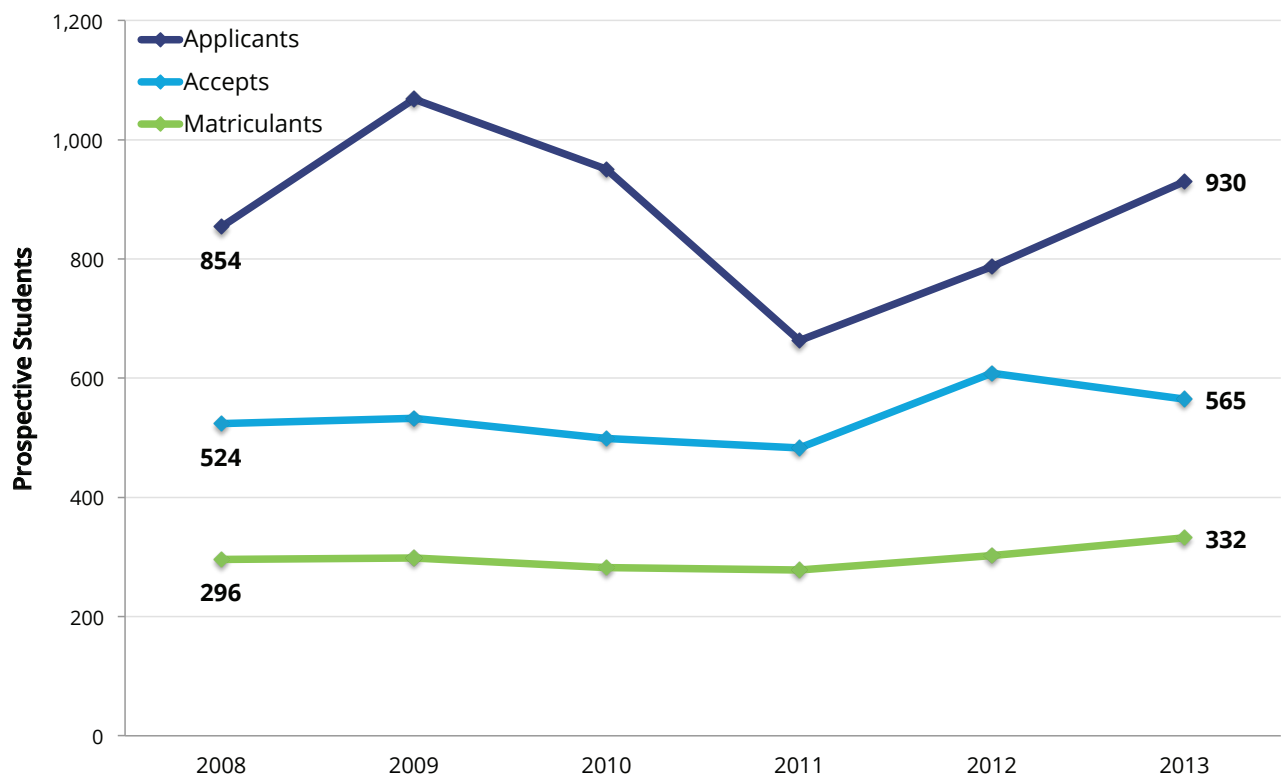
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The Academy's goal is to increase its total student population to 1,600 by 2017. The plan is to slowly grow each entering class to achieve a maximum of 410 new students annually. The number of first-time Freshman applications fluctuated between 2008 and 2011, but increased in Fall 2012 and Fall 2013. There were 332 first-time Freshman matriculants in Fall 2013. (See Figure 6E.)

Figure 6E

First-Time Freshman Admissions, Mass Maritime, Fall 2008-2013

Source: Mass Maritime Academy, Fall 2014

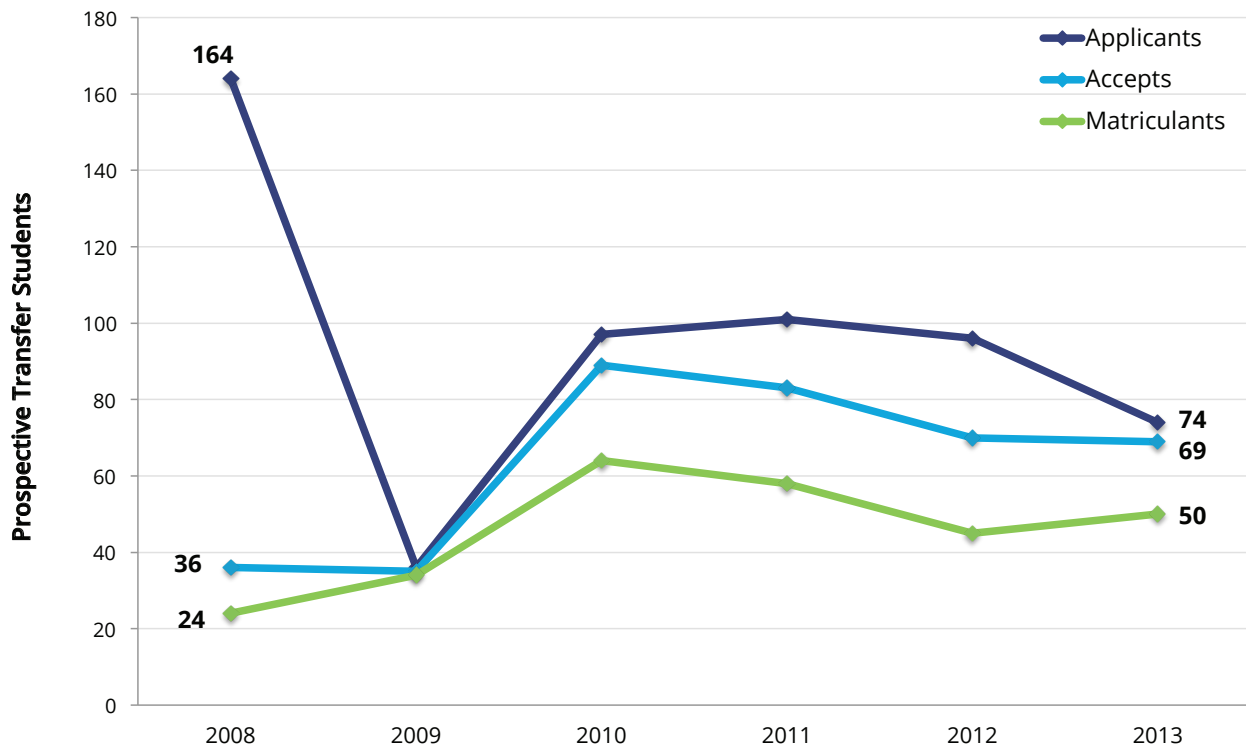


Transfer Admissions. Transfer admissions do not make a large contribution to the overall admissions numbers. In Fall 2013, there are 74 transfer applicants, and 50 matriculants. (See Figure 6F.)

Figure 6F

Transfer Admissions, Mass Maritime, Fall 2008-2013

Source: Mass Maritime Academy, Fall 2014



Recruitment. The Academy has many recruitment efforts to attract undergraduate applicants. They have many programs for middle-schoolers around the state to increase awareness of the Academy. They run the Sea and Science camp for 9th and 10th graders, host the annual High School Environmental Symposium for high school students and teachers, and sponsor the Advanced Studies Leadership Program for young teens.

To encourage out-of-state applications, the Academy offers in-state regional pricing for New York and Maine students, and recruits in Florida, a coastal state with no maritime academy.

One of the Academy's best drawing points is the high employability of its graduates.

The Academy's requirement for undergraduates to spend time on the ship has created a bottleneck that can affect recruiting. One solution is to promote non-licensing programs which do not require time on the ship. These types of programs may also serve to attract 'non-traditional' undergraduates, those students older than 24, with prior degrees or military backgrounds, or married.

In addition to growing enrollment, the Academy is working to increase the competitiveness of its undergraduate applicants by expanding the applicant pool and using a wait-list of high-achieving students to issue early acceptances on a rolling, first-come, first-serve basis. Between 2003 and 2008, the Academy gradually raised its admissions standards from the state college standard to the University of Massachusetts standard. In 2013, 67% of the class of 2017 have a combined mathematics and verbal SAT score higher than 1000, and 66% had a high school GPA greater than 3.0.

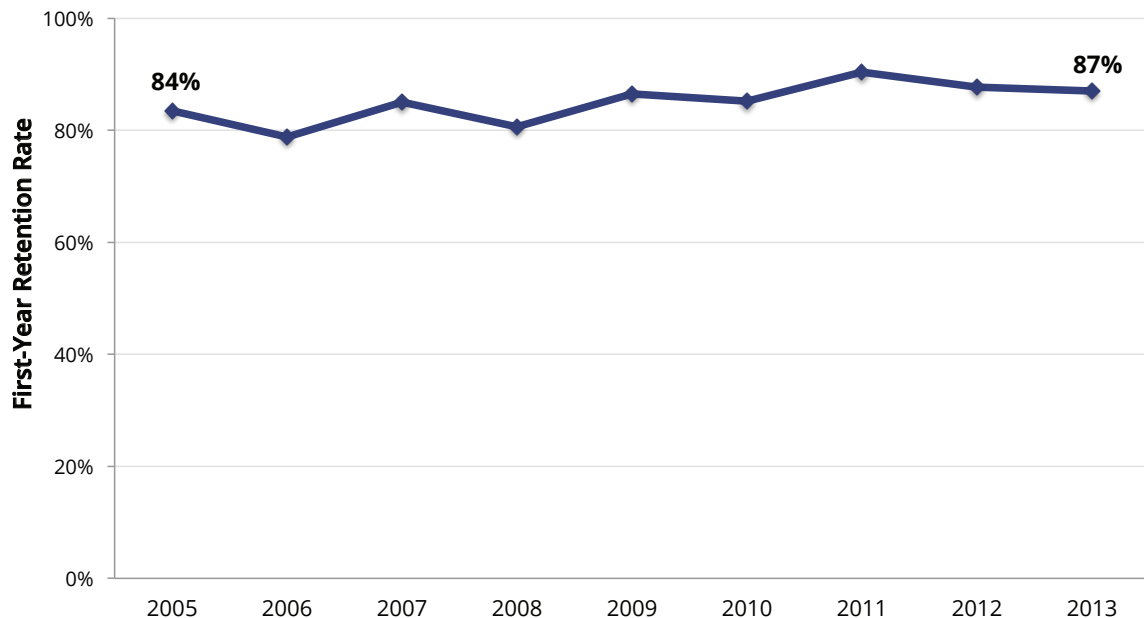
To date, the Academy has offered little in the way of online learning, but that will change once the Masters in Supply Chain Management currently being developed is established with an online presence. A limited number of undergraduate courses will now be offered in an online format as well.

Retention. The Academy's retention rate for the past five years is about 87%. This extremely high number can be attributed to three factors: self-selection on the part of students; student investment in the campus and its programs both before and upon matriculating; and the regimented lifestyle. An additional factor assisting retention is the Academy's dedication to tutoring and mentoring programs. The Academy is also very responsive to problem areas brought up by students in satisfaction surveys, for example, IT issues. (See Figure 6G.)

Figure 6G

First-Time, Full-Time Freshman Retention Rate, Mass Maritime, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

The dormitories are a mission-critical function for the professional development of the students and are a necessity for us to achieve the educational objectives at Massachusetts Maritime Academy. The regimental/cadet system that we use to teach leadership, teamwork, discipline, attention to detail and personal accountability (all extremely important factors in the maritime world) simply could not function without the residence hall system currently in place at the Academy. Even the team approach to problem solving, currently used in most academic classes, depends upon the ability of students getting together in groups to study and work through problem sets together – something that would be extremely difficult without the residence halls.

- Rear Admiral Richard G. Gurnon, President of Massachusetts Maritime Academy, June 2014

DEMAND

Mass Maritime occupies a singular position among the State Universities in that it requires all traditional age (18-24) undergraduate students to live on campus for the duration of their time at the Academy. Special consideration is required for students seeking off-campus residency. The Academy allows non-traditional age (25 and above) students to live off-campus and commute for certain programs, but this population represents fewer than 1% of the Academy's enrollment. These requirements necessitate a proportionally greater quantity of housing than any other State University. For this reason, the MSCBA has engaged in multiple projects in the past decade to meet the Academy's housing needs. Housing may remain a challenge as the Academy works to increase its enrollment to the projected 2018 numbers.

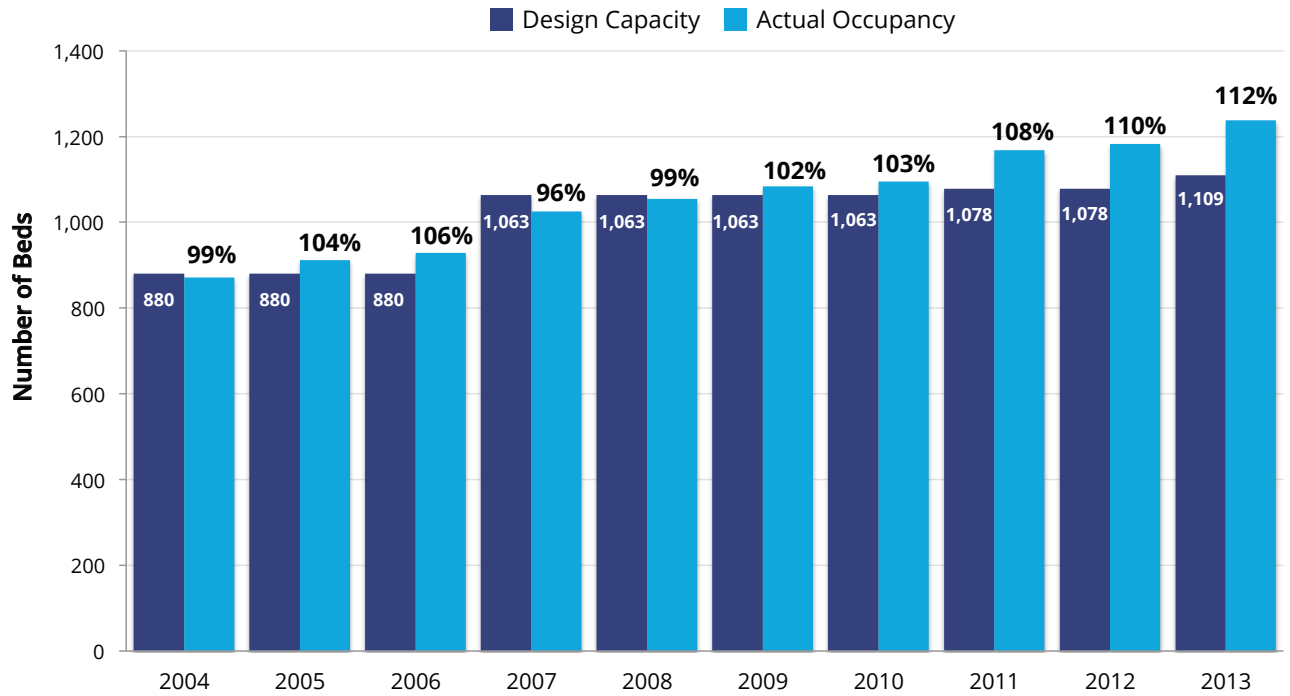
On-campus housing at the Academy remains much in demand. In Fall 2013, the Academy MSCBA housing is at 112% of design occupancy, and nearly 60 additional students live aboard the Training Ship Kennedy. (See Figure 6H.)

Mass Maritime occupies a singular position among the State Universities in that it requires all traditional age (18-24) undergraduate students to live on campus for the duration of their time at the Academy.

Figure 6H

Housing Occupancy, Mass Maritime, Fall 2004-2013

Source: MSCBA, Fall 2014



Summer Housing. MMA hosts many camps and conferences, and houses the participants in the dormitories. An administrator states that “our dormitory facilities are fully utilized, with very little downtime.”



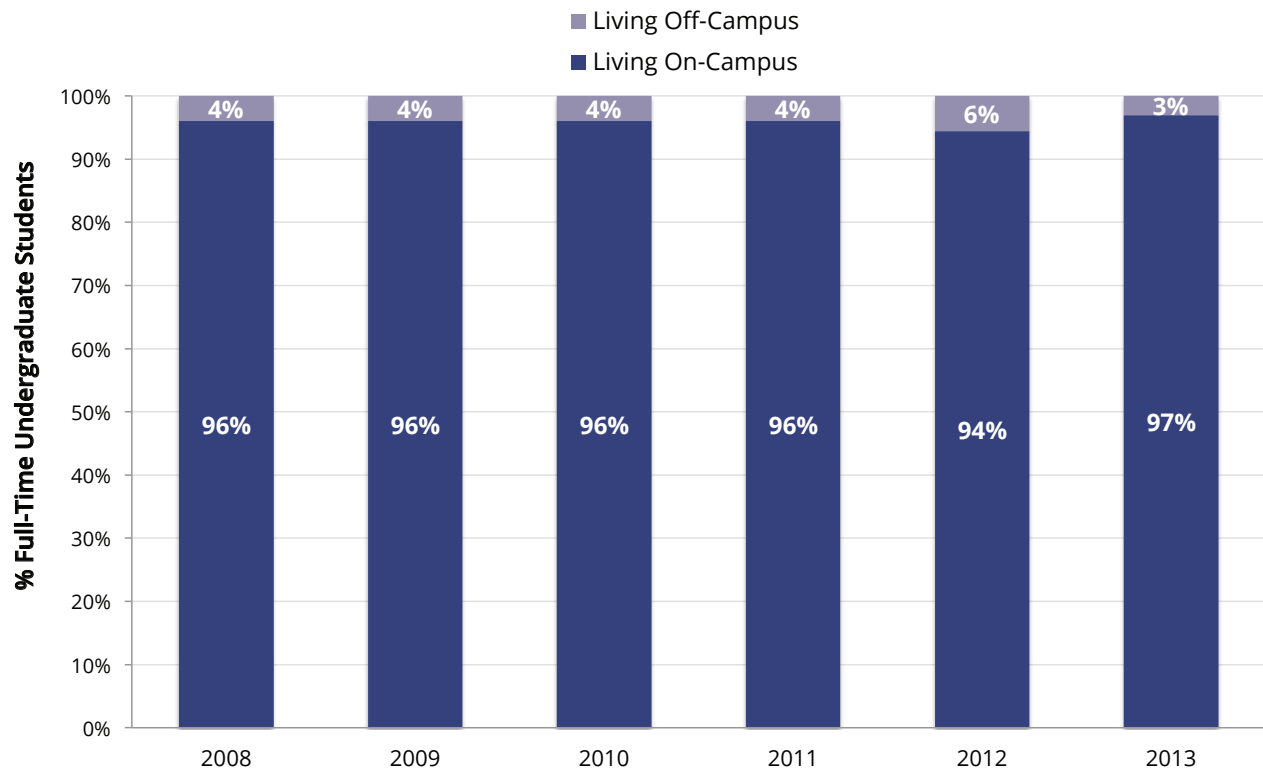
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. In Fall 2013, 1,292 of the Academy's 1,336 full-time undergraduate cadets live on-campus, including the approximately 60 cadets who live on the training ship. At 97%, this number falls somewhat short of the Academy's 100% goal, and reflects a housing shortage rather than a lack of students interested in living on-campus¹. Indeed, all the Academy's full-time students want and need on-campus housing, with the exception of a handful of non-traditional students who are permitted to live off-campus. Due to its undergraduate on-campus residency requirement, the Academy has the highest on-campus residency rate in the Massachusetts State University System. (See Figure 6I.)

Figure 6I

Mass Maritime: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Mass Maritime Academy, Fall 2014



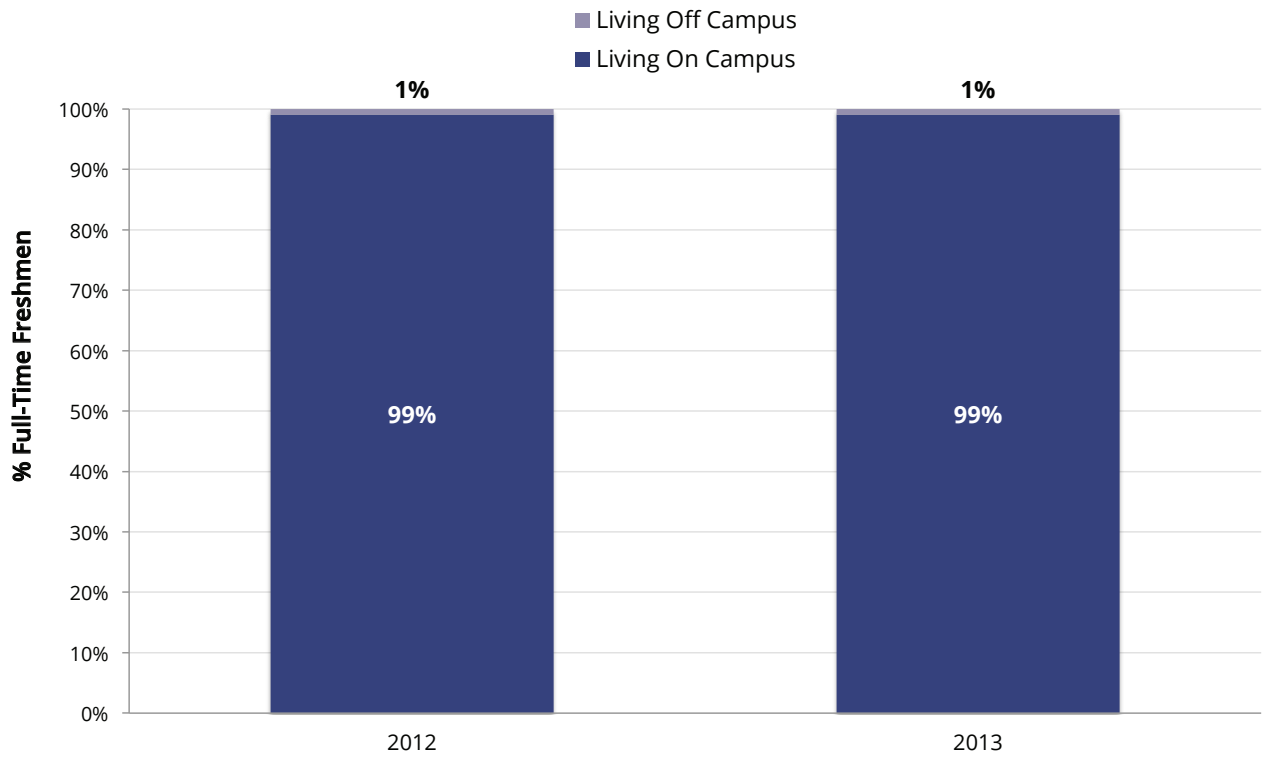
¹The Academy's own timeline of the percentage of students housed in fall of each year includes the cadets who live on the ship, and differs from the percentage reported to the MSCBA in September.

First-Time, Full-Time Freshmen. Almost all full-time Freshmen live on campus. In Fall 2013, 99% of full-time Freshmen live in on-campus housing. (See Figure 6J.)

Figure 6J

Mass Maritime: Housing Situation of Full-Time Freshmen, Fall 2012-2013

Source: Mass Maritime Academy, Fall 2014

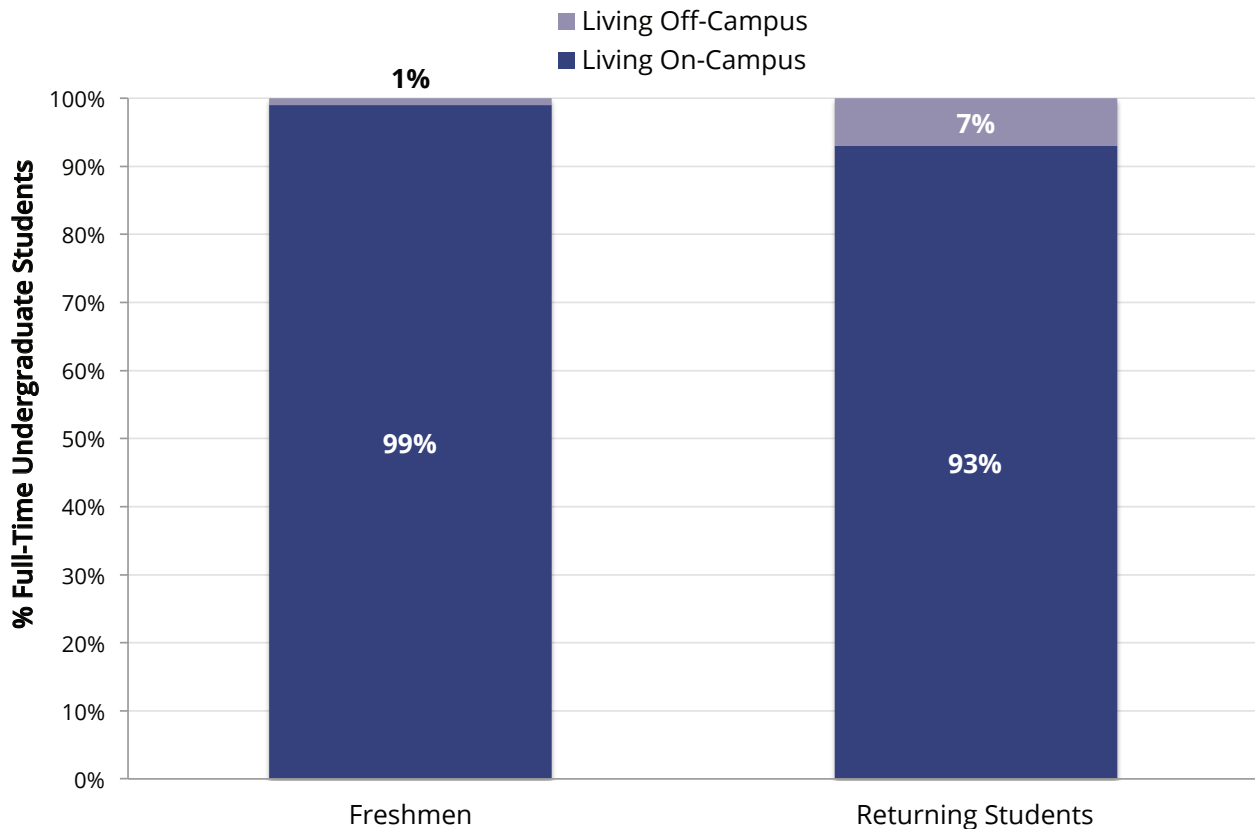


Full-Time Undergraduates by Class. Just 1% of full-time Freshmen and 7% of returning full-time undergraduate students live off-campus in Fall 2013. (See Figure 6K.)

Figure 6K

Housing Situation of Full-Time Undergraduate Students by Class Year, Mass Maritime, Fall 2013

Source: Mass Maritime Academy, Fall 2014



HOUSING PORTFOLIO

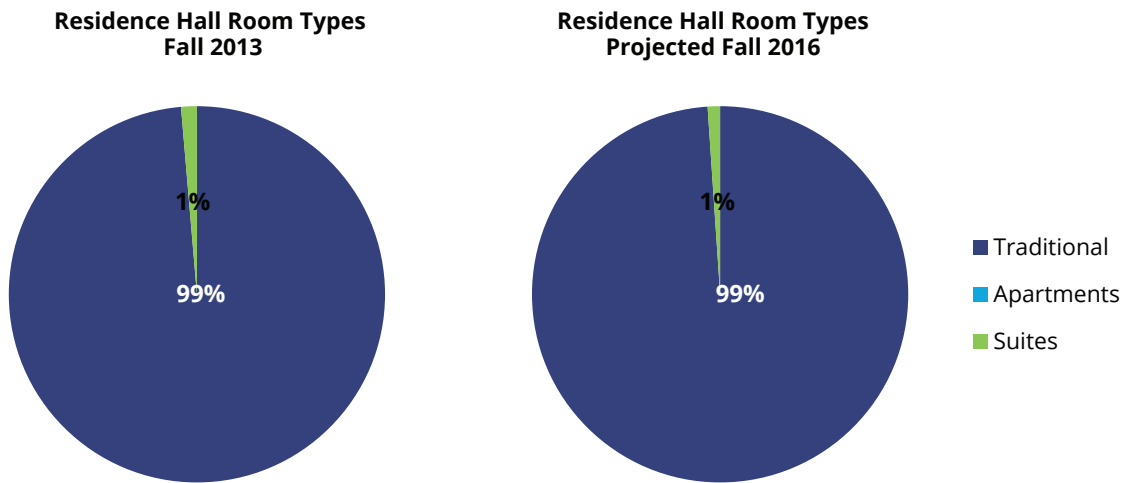
The Academy houses nearly all of its undergraduate students in traditional-style rooms. The 2011 purchase of Beachmoor has added a limited number of suites to the Academy's residential mix. Further housing is provided for "rate cadets" on board the T.S. Kennedy. All of the traditional residence halls have been built or renewed since 2006.

A complete listing of all the Academy's residence halls, including information on construction and renovation dates, square footage, and room styles, is included in the Appendix. (See Figure 6L.)

Figure 6L

Residence Hall Room Types, Mass Maritime

Source: MSCBA, Fall 2014



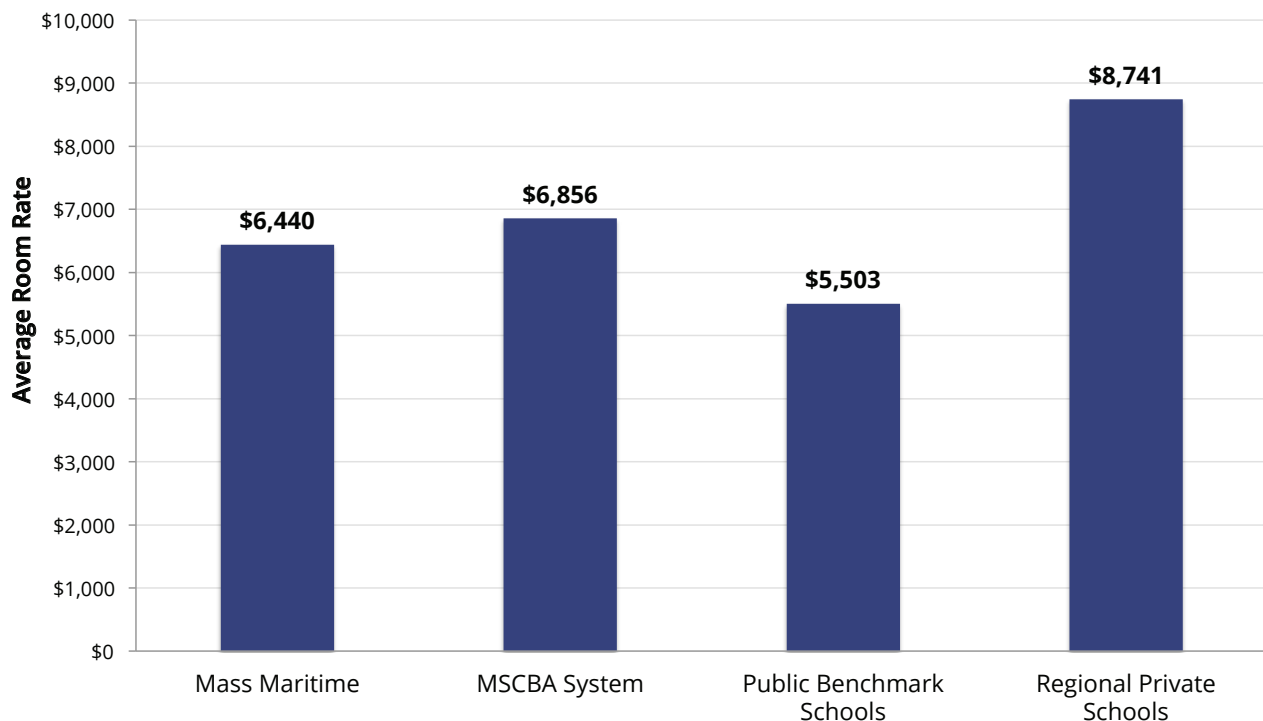
FALL 2014 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Mass Maritime is \$6,440 per academic year, a cost which is almost equivalent to the MSCBA average rent; 17% more than that of its public benchmarks; and 26% less than that of its regional private university benchmarks. (See Figure 6M.)

Figure 6M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

The primary challenge in planning for the Academy's future is the limited amount of land available for future development. Parking and athletics consume a large portion of land, and cannot be reduced without losing functionality. To capture the space they currently occupy, one or both functions would have to move off-site entirely.

Mass Maritime set a goal in 2012 as part of the Massachusetts Maritime Academy Five-Year Strategic Plan to focus on “strategic student-centered capital construction,” specifically identifying the need “to expand and improve the dormitory complex.”

The following section demonstrates some of the ways that Mass Maritime may be addressing these goals and objectives through current and future housing initiatives.

Figure 6P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Companies 1-6	Wastewater Treatment Facility	\$1,300,000
Company 3	Bathroom Renovations	2,702,600
Company 4	Cadet Housing Expansion (230 beds)	25,295,000
Company 5	Renovations and Added Capacity on 03 Deck	2,000,000
Wastewater Treatment Facility	Increase Capacity to Support Residential Growth	1,300,000
Admiral's Hall	New Entry, Auditorium Renovations	3,285,000
Cadet Housing Entry	New Entry, Lounge and Public Restrooms	5,000,000
Company 6	Bathroom/Lounge Renovations	4,100,000

2015: Projects Underway

Companies 1 & 2	Bathroom Renovation	6,000,000
Marine Dock	Waterfront Protection	5,300,000
Mess Deck	Addition (200 seats), Served Upgrade	6,280,000
Harrington Hall	Building Envelope Upgrades, New Roof, Windows	3,500,000

2016 and Beyond: Future Projects Anticipated

Alumni Gymnasium	Fitness Center Addition and Renovations	10,000,000
Companies 3 & 5	Feasibility Study - New Capacity Expansion	50,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Bathrooms renovations are underway to increase bathroom facilities to match the larger capacity demand of the recent dormitory expansion. The dorms are also being further renovated to remove administrative offices, to add lounge spaces on each floor for student life, and (in 2015) to create one centrally located fitness room.

POTENTIAL HOUSING INITIATIVES

Some challenges of housing are acknowledging and addressing the specific needs of small groups of students, for example, students with physical disabilities, students who would like to light candles for religious purposes, and students who require either a chapel or a reflection room.

Although the residence halls have both wired and wireless Internet, there are no smart rooms in either the residence halls or the dining area. Adding smart rooms would enhance both the academic and student experiences.

POTENTIAL CAMPUS INITIATIVES

Administrators feel that the Academy needs to add online programs and blended programs to help current on-campus students complete their programs, and to attract distance students. Some campus visions that address student learning needs have implications for campus spaces. One administrator felt that it was important for the campus to be positioned to change or rearrange campus spaces quickly enough to meet changing student needs.

Currently, MMA has sufficient parking.

MMA has a pool that it rents by contract to the Cape Cod Swim Club. No current renovations are needed.

The Academy's training ship is mission critical for both its academic program and for housing students. The ship is nearly 50 years old. The Academy must develop a plan to refurbish or replace the training ship in the future.

The Academy is already a leader in sustainability with its LEED-Gold certified building for Cadet housing, where the combined impact of the photovoltaic roof and wind turbine installation offset 100% of the building's energy requirements. Administrators and engineering students are also researching additional energy and resource efficiencies on campus. One goal is to commit to significant energy efficiencies through the use of solar thermal technology and upgrading building management systems.

V. SUMMARY

The Academy has several unique challenges that stem from their mission to house their entire student body. Should the undergraduate population continue to increase, the Academy would need to increase its inventory to address the rising numbers. The Academy might also seek additional housing as a solution to the use of triples for first-year students or to broaden its unit type inventory to address the needs of non-traditional students. Moreover, the training ship provides a portion of the Academy's housing, but it is widely recognized that the ship's age will soon demand its renovation or replacement.



SALEM STATE UNIVERSITY: 2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	9,301
Undergraduate Student Enrollment	7,664
Full-Time Enrollment	5,834
Part-Time Enrollment	1,830
Graduate Student Enrollment	1,637

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	50%
From Massachusetts	93%
From Out-of-State	3%
From Abroad	4%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	87%
Male	40%
Female	60%
Minority <i>Students with Known Race/Ethnicity</i>	25%
Asian	3%
Black	8%
Hispanic	11%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	42%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	78%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	45%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	36%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent, Fall 2013	108%
Design Capacity, Fall 2013	1,919
Actual Occupancy, Fall 2013	2,082
Design Capacity, Anticipated Fall 2015 <i>Includes New Beds*</i>	2,275

RENTS


Average On-Campus Rent, Fall 2014	\$7,971
Average Off-Campus Rent, Fall 2014	\$11,582
Average Public Benchmark Schools Rent, Fall 2014	\$6,869
Average Regional Private Schools Rent, Fall 2014	\$9,148
Average MSCBA System Rent, Fall 2014	\$6,856

* Viking Hall, a new 350-bed residence hall, is expected to open in Fall 2015. The change in design occupancy from one year to the next may net to a different number than the design occupancy of the new residence hall due to changes in other residence halls.

Map 7A

Campus Map - Salem State



-  Potential Housing
-  Existing Housing
-  Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Established in 1854 as a normal school, Salem State University now grants Bachelor of Arts and Bachelor of Science degrees in 19 disciplines, as well as Bachelor of Fine Arts, Bachelor of Liberal Studies, Bachelor of Science in Business Administration, Bachelor of Science in Nursing, and Bachelor of Social Work degrees. At a graduate level, the University grants Master of Arts in Teaching, Master of Social Work, Master of Nursing, Master of Business Administration, Master of Education, Master of Arts, and Master of Occupational Therapy and Master of Science degrees. Continuing Education courses are also available for credit or non-credit.

With 9,300 students drawn from 29 states and 50 foreign countries, the University is committed to providing high-quality, student-centered education that prepares a diverse community of learners to contribute responsibly and creatively to a global society. The University serves as a resource that advances the region's cultural, social and economic development. The University engages in substantial community outreach, partnering with organizations such as the Center for Economic Development and Sustainability to provide resources, research opportunities, and data relevant to the economic development and sustainability of the North Shore region.

As the second largest employer in the City of Salem, and one of five top employers on the North Shore, Salem State generated more than \$562M of spending in Massachusetts in 2010. Of that figure, more than \$296M was spent in Essex County, and more than \$104M was spent in the City of Salem.

Current institutional goals for Salem State, understood to be key to the University's future success, include:

- Providing distinguished academic programs and innovative educational experiences
- Advancing students' intellectual, personal and professional growth
- Promoting civic engagement, social justice and connection to place
- Positioning the university to meet the challenges and opportunities of the future

CAMPUS PHYSICAL DEVELOPMENT

Salem State is located in the city of Salem, fifteen miles north of Boston. Five different campuses, encompassing 115 acres and 33 buildings, house the various functions of the University. The North Campus is located about a mile and a half south of downtown Salem and is surrounded by but not fully connected to four other campus sites. An additional maritime campus is located two and a half miles north of the main campus. (See Map 7A.)

A new library and learning commons and a new fitness and recreation center opened in 2013. The University broke ground on a new 350-bed residence hall (Viking Hall) on its Central Campus in Fall of 2013 and anticipates its opening in Fall 2015. The new residence hall is designed to meet growing demand for a residential college experience.

II. STUDENT BODY

ENROLLMENT

Overall Enrollment. Salem State's Fall 2013 overall enrollment of 9,301 students is about the same as it was 10 years ago in Fall 2004. During the last decade, the undergraduate population increased modestly (13%), by about 900 students. The graduate student population declined by one-third (-36%), also about 900 students.

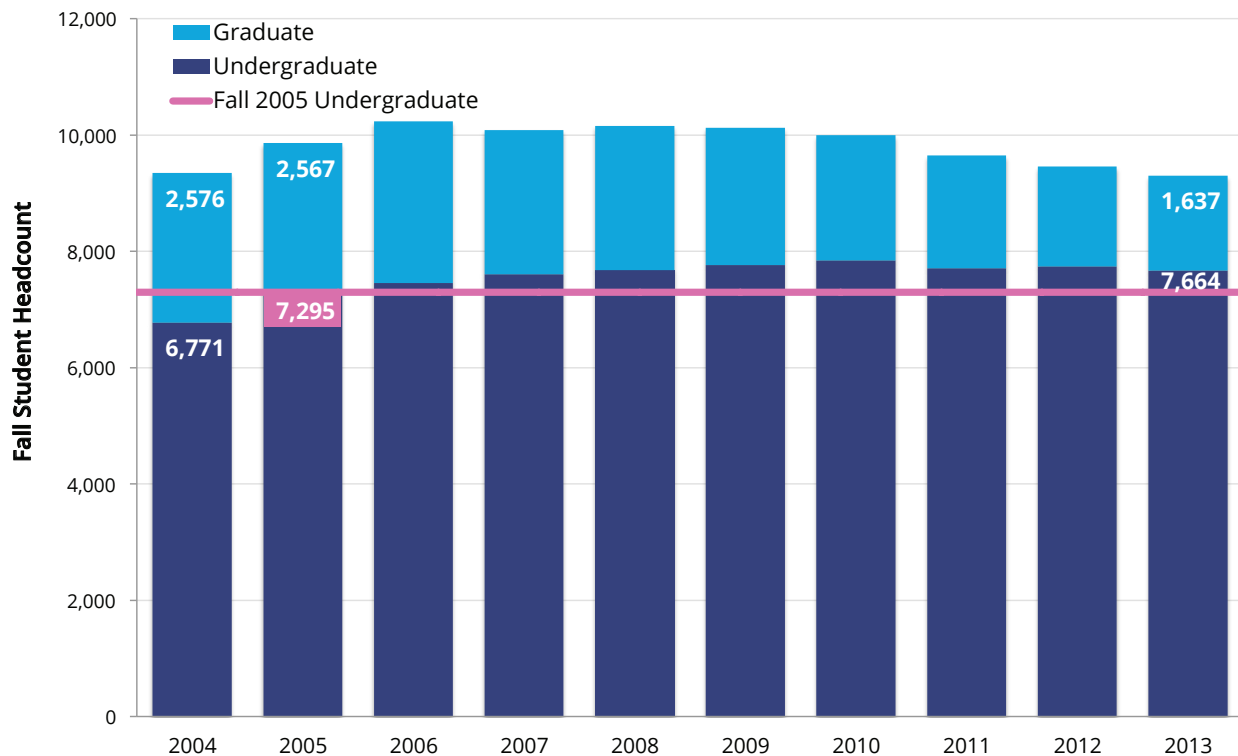
Salem State's June 2013 Strategic Enrollment plan calls for continued slow growth (1% to 2%) of its undergraduate population, which will be accomplished by increased retention, not the growth of the Freshman class. Additionally, Salem State is aiming for a significant increase in the graduate population. (See Figure 7A.)

Salem State also has a substantial number of undergraduate and graduate students enrolled in its summer sessions.

Figure 7A

Student Enrollment, Salem State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



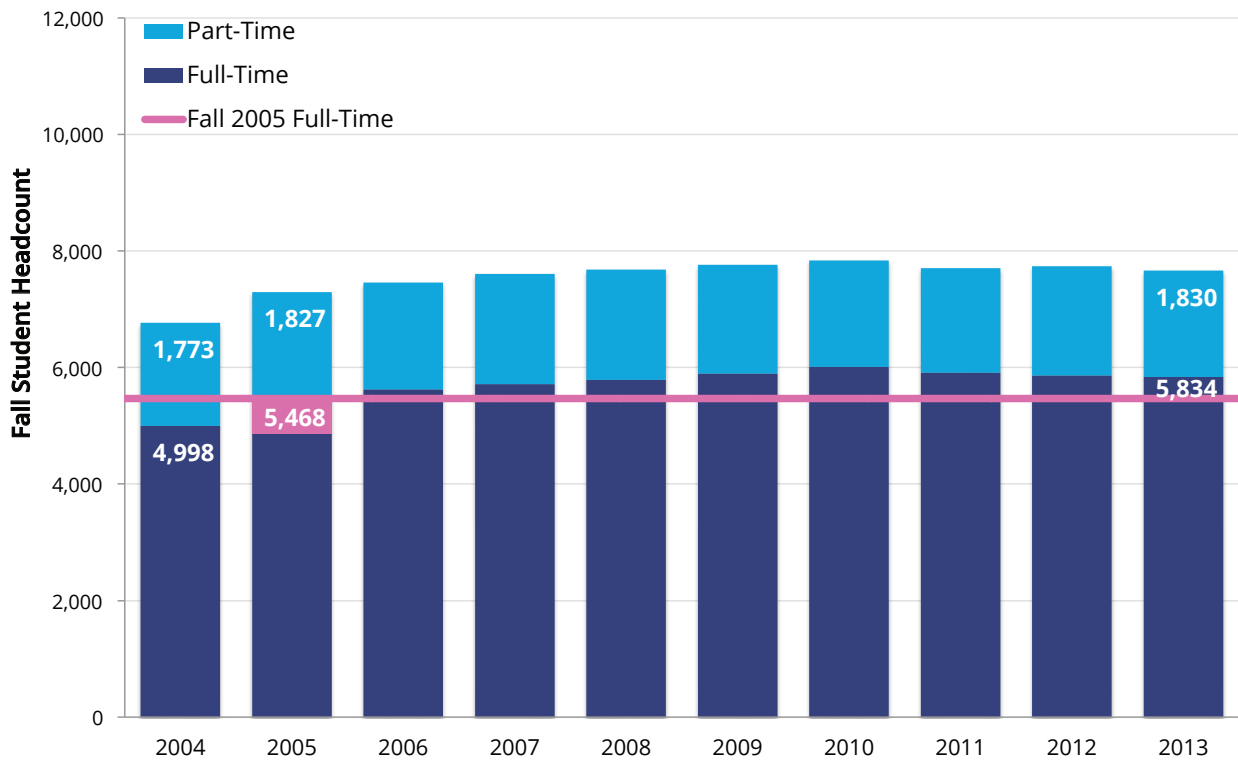
Undergraduate Enrollment. In Fall 2013, Salem State has 7,664 undergraduate students, and 76% of them are full-time students. Almost all of the growth in the undergraduate population over the last decade comes from the increased enrollment of full-time undergraduates; the full-time undergraduate population grew 17% (836 students). (See Figure 7B.)

Almost all of the growth in the undergraduate population over the last decade comes from the increased enrollment of full-time undergraduates; the full-time undergraduate population grew 17% (836 students).

Figure 7B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Salem State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged (18-24) students constitute the majority of Salem State's undergraduate enrollment. In Fall 2013, the full-time undergraduate population is 60% female.

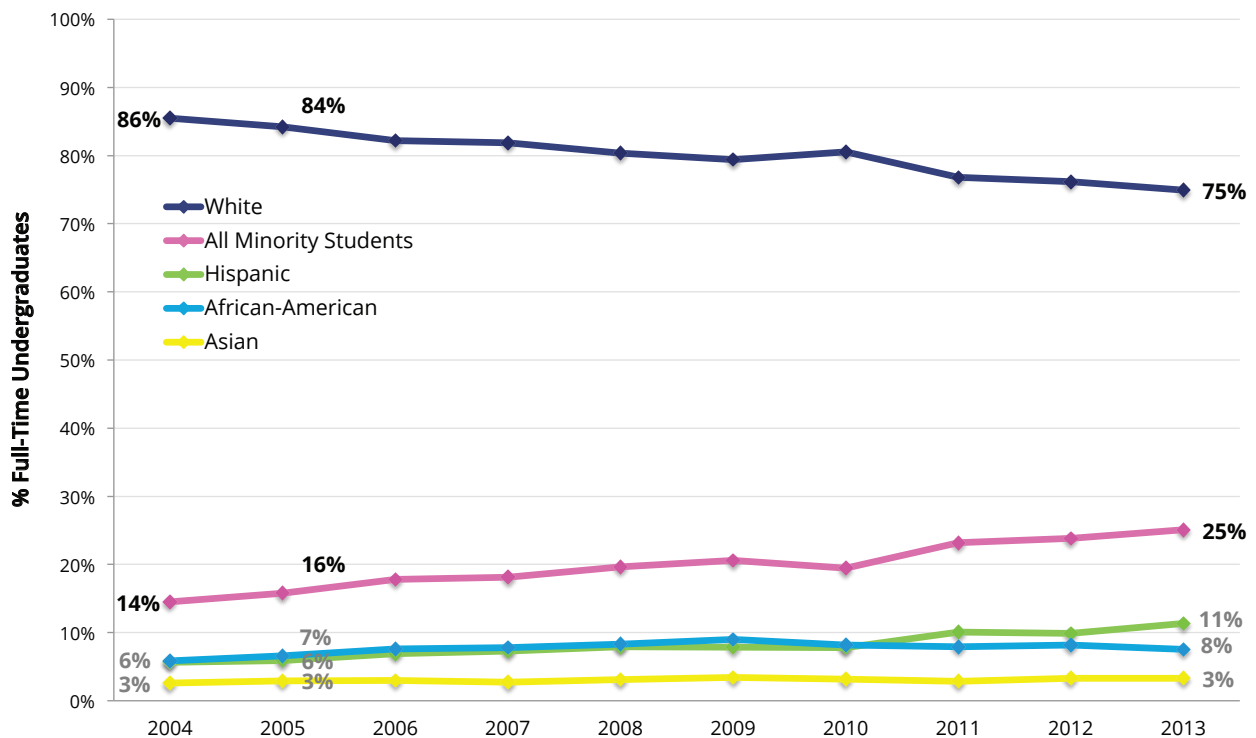
The percent of full-time undergraduates who are minority students has been growing strongly over the last decade. Most of the growth has come from an increase in the Hispanic undergraduate full-time population, from 6% in Fall 2004, to 11% in Fall 2013, and an increase in students who are of two or more races, who are not listed in this chart (Fall 2013: 3%). The 25% minority student rate is consistent with the minority populations of Essex and Middlesex, counties from which the University draws three-quarters of its students. Salem State currently has the highest percentage of full-time undergraduate minority students in the Massachusetts State University System.

In support of the minority student body, the campus has a new Center for Diversity and Cultural Enrichment, and an active on-campus effort to diversity the faculty. To strengthen campus community, Salem State has also developed several initiatives, such as the Friends and Family weekend, to encourage all students, and Hispanic students in particular, to remain on campus for the weekends. (See Figure 7C.)

Figure 7C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Salem State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Almost a third of Salem State students represent the first generation of their families to attend college. 69% percent of all enrolled students receive financial aid. 37% percent are Pell Grant recipients.

Salem State enrolls about 225 veterans and their dependents. A new veteran’s center and dedicated office for Veterans’ Affairs have resulted in Salem State being named a Military Friendly School by G.I.Jobs. The veterans are typically between the ages of 25 and 35, and their dependents who are attending Salem State are of traditional age.

Geographic Distribution. Overall, 93% of the full-time undergraduates come from Massachusetts, with 3% from other states and 4% from abroad. 72% of the full-time in-state undergraduates come from towns and cities in northeastern Essex and Middlesex counties. (See Map 7B and Figure 7D.)

Salem State actively cultivates academic partnerships with colleges and universities throughout the world. In Fall 2013, 4% of the full-time undergraduate study body are international students, which is the highest percentage in the Massachusetts State University System. The University’s 1+2+1 dual degree program, with over 46 Chinese universities, began in 2008. Since then, the University has welcomed 160 students. In addition, Salem State has hosted 45 international scholars through the China program and other international arrangements.

Map 7B

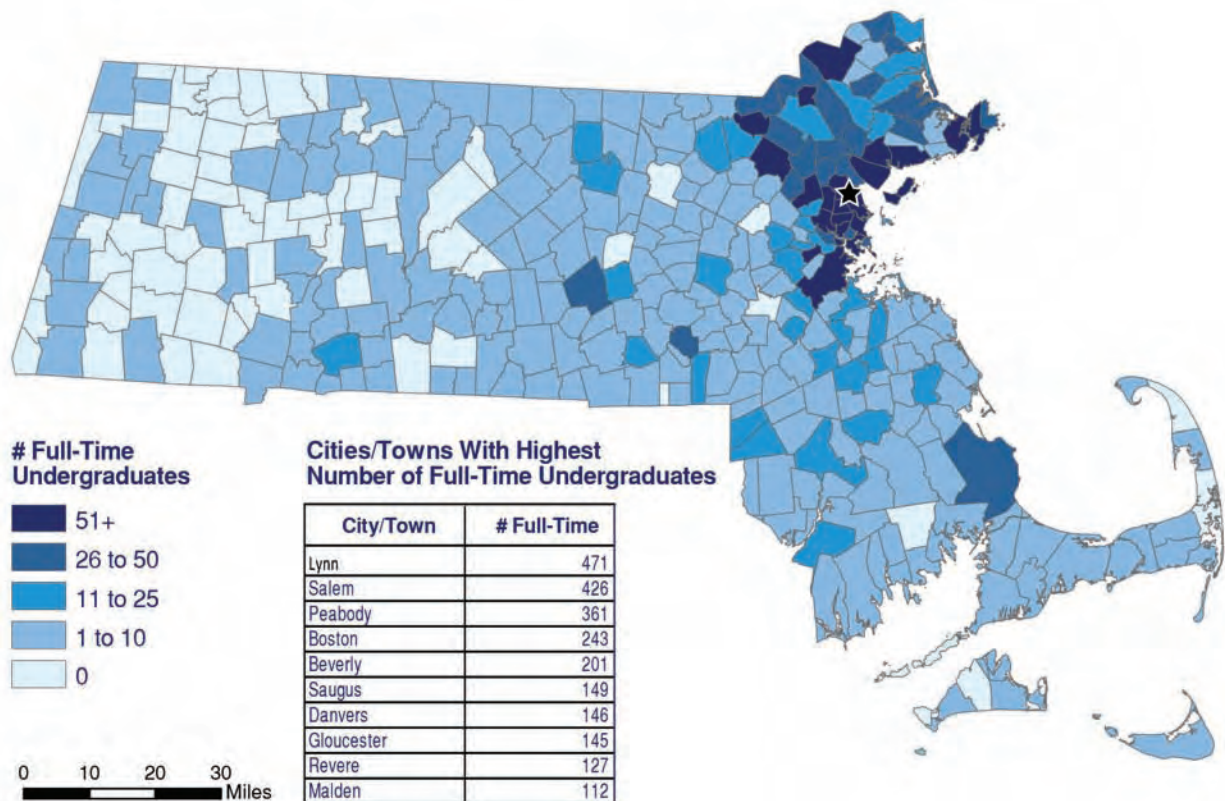
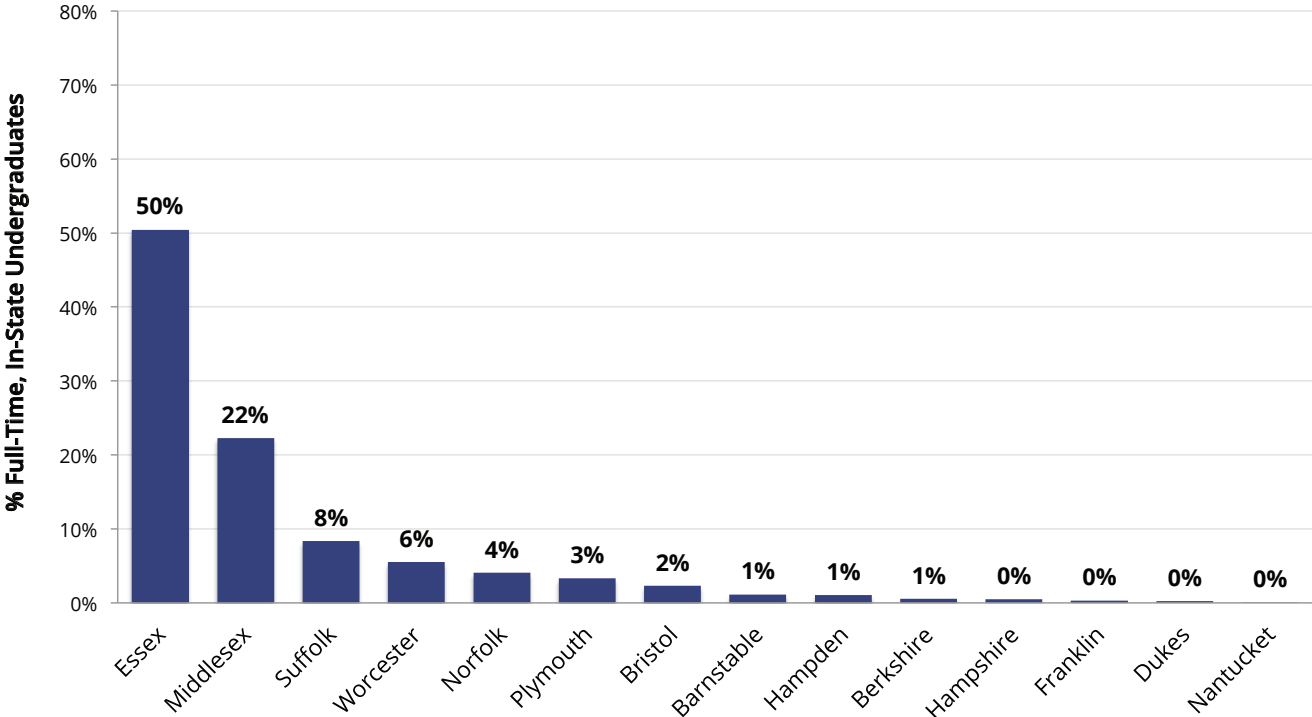


Figure 7D

Counties of Residence of Full-Time, In-State Undergraduate Students, Salem State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

UNDERGRADUATE ADMISSIONS

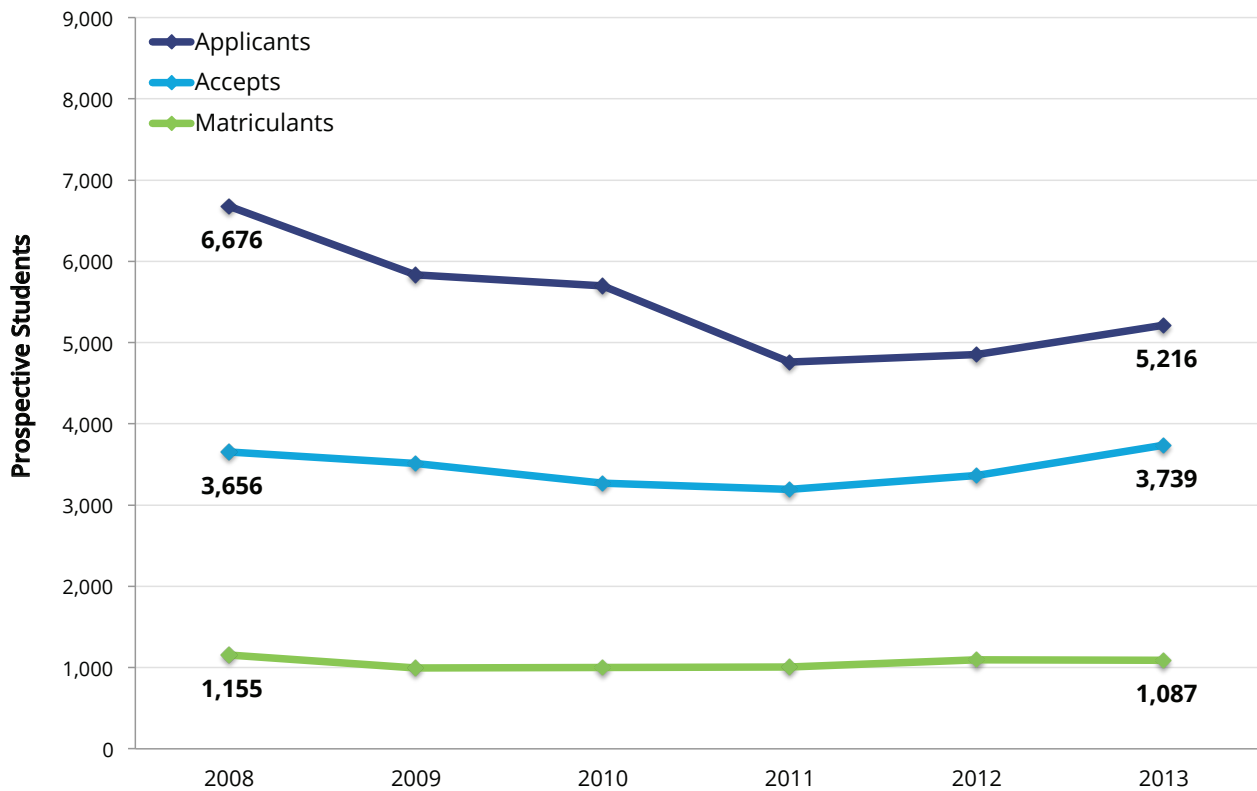
First-Time Freshman Admissions. Salem State's first-time Freshman applications were down in Fall 2011, but have since grown 10% to 5,216 in Fall 2013. First-time Freshman matriculants have also grown 8% since 2011 to 1,087 in Fall 2013. (See Figure 7E.)



Figure 7E

First-Time Freshman Admissions, Salem State, Fall 2008-2013

Source: Salem State University, Fall 2014

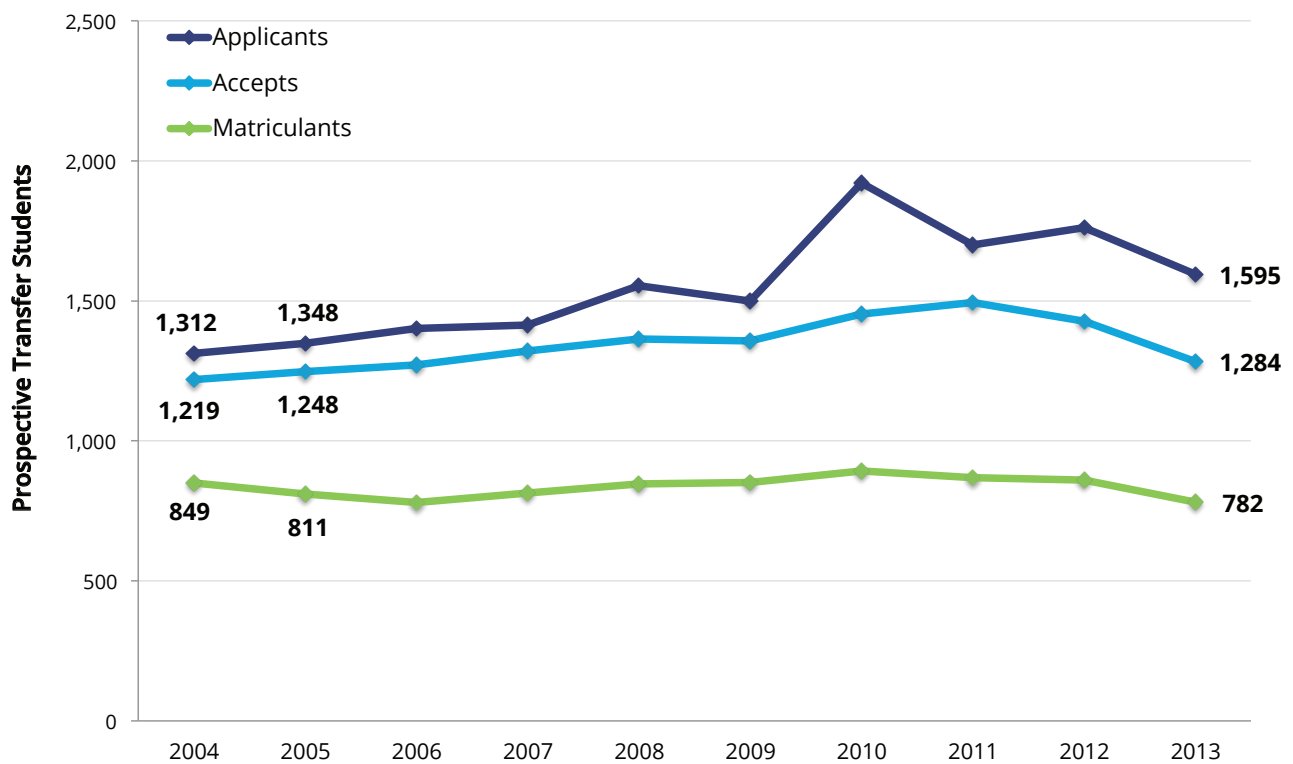


Transfer Admissions. Salem State's transfer applicants are up over the last decade, and transfer matriculants have been steady. In Fall 2013, approximately 1,600 students applied as transfers, with 49% of that number accepted and enrolled. Of admitted and enrolled transfers, 55% of the applicants come from community colleges in Massachusetts, and 62%, in total, are transfer students from public colleges in Massachusetts. Salem State has invested in new counselors to support transfer students. (See Figure 7F.)

Figure 7F

Transfer Admissions, Salem State, Fall 2004-2013

Source: Salem State University, Fall 2014



Recruitment and Retention. Salem State is a member of the Northeast Consortium of Colleges and Universities in Massachusetts (NECCUM). Students at the 10 member institutions have the opportunity to take courses at and use the libraries of any of the NECCUM member institutions, and many students in the consortium choose to attend Salem State. Salem State also has a unique program, which they may expand, whereby one to two students per year from North Shore Community College live in Salem State residences in the fall, and if they achieve a specified number of credits and GPA, are admitted to Salem State in the spring semester. The University's Summer Bridge Academy program brings about 150 lower performing students to live on-campus in the summer, which provides support and preparation for their transition to being full-time students in the fall.

In addition to the recruitment of international students and transfer applicants, as mentioned above, Salem State has active out-of-state recruitment in Southern Maine and upstate New York, other surrounding states, and Florida community colleges.

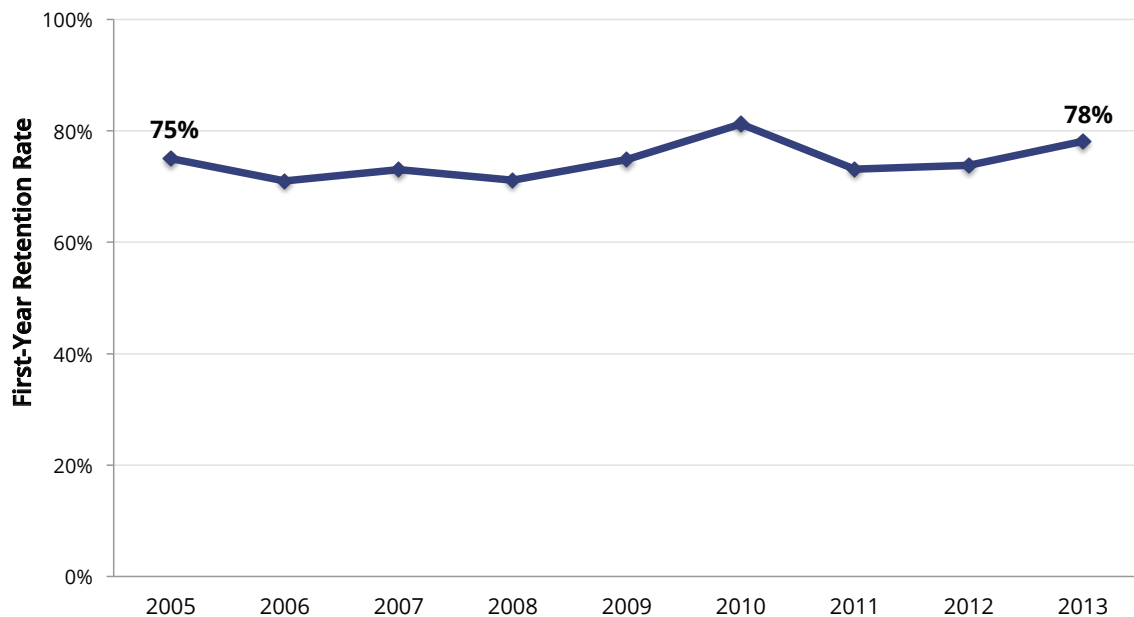
Managed by the School of Continuing and Professional Studies, Salem State's online programming encompasses for-credit and non-credit courses and programs designed to help students earn degrees and certifications; to achieve professional goals; and to pursue intellectual and recreational interests. Although comprehensive, these distance-learning efforts have not yet affected campus life in any significant manner.

From 2012 to 2013, 78% of Salem State's first-time, full-time Freshmen persisted into their second year. The retention rate has been fairly stable over the decade but rose from 2012 to 2013. Salem State also reports that the retention rate for the upper classes has improved as well. (See Figure 7G.)

Figure 7G

First-Time, Full-Time Freshman Retention Rate, Salem State, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

In 2008, Salem State University set a goal to achieve housing for 50% of full-time undergraduate students. An ambitious goal, this would approximately double our housing capacity. With the addition of Marsh Hall in 2010, we are housing one-third of our students. Construction on our newest residence facility, Viking Hall, is well underway as this new building is slated to open in September of 2015. Housing 350 students, this new residence hall is intended to serve the growing population of sophomore and junior residents.

It is well documented that residential students persist to graduation at a higher rate, and in a shorter period of time, than commuting students. Further, the residential experience provides enhanced learning outside of the

classroom that allows students to achieve a strong academic education coupled with the important social and personal development that cultivates active citizens and contributors to our society. In addition to our goals for the percentage of students living on campus, Salem State has set goals for completion and student success. A more balanced blend of residential and commuting students is essential to our achievement of these goals.

In order to better serve commuters, residents and the University community, Salem State is partnering with the MSCBA to create new and innovative facilities that will dramatically impact life on campus. For example, plans are proceeding to build the University's first parking garage, substantially increasing the amount of spaces on campus. Furthermore, as the amount of resident students grows, the demand for more recreational space and opportunities to engage with peers also increases. To meet these burgeoning needs, the university is exploring the prospect of one or more additions to the nearly 50 year old Ellison Campus Center. Although Salem State was the first State University campus to construct a student union building, the Ellison Center is unable to keep pace with the demands of current students. As a result, Salem State is also partnering with the MSCBA on a study to identify students' out-of-classroom needs, to inform plans for developing a more suitable campus center facility for a 21st century university.

Salem State University has a rich history of collaboration between Residence Life and Academic Affairs that support student success. Four faculty members live in the residence halls as participants in our "Faculty in Residence" initiative. With the addition of Viking Hall, this collaboration will expand as the number of faculty in residence increases to five. This program, unique among the State Universities in Massachusetts, is designed to create teachable moments outside the classroom as faculty interact daily with students to promote and encourage student intellectual and social development as well as to provide assistance to students seeking academic support and guidance. The Residence Life program also provides support to certain cohorts of students. For example, our Honors Program and our Community Service initiative have a residential component. Academic peer mentors reside with and provide academic support to our first-year and sophomore students. In addition, Residence Life supports living learning communities in the halls to create intimate, powerful group learning experiences.

A priority of our new efforts as a State University is expanding our full-time offerings at the graduate level. Additionally, we have identified the need for faculty housing. With continued focus on our 50% goal for undergraduates, we will also seek support from MSCBA to develop housing for these groups as well.

- Patricia Maguire Meservey, Salem State University President, July 1, 2014

DEMAND

In Fall 2013, Salem State University houses 2,082 undergraduate students on campus in four residence halls and one residential complex. Approximately 5,600 undergraduate students commute to campus full-time.

Although the University added a 525 bed residence hall less than four years ago, the number of full-time students seeking on-campus housing exceeds existing capacity. In Fall 2013, Salem State finds itself able to house only 36% of its full-time undergraduate population, far below its 50% target. The University's housing target is a conscious one that is viewed as serving two vibrant communities of learners encompassing equal numbers of commuters and residential students.

Since increasing full-time undergraduate enrollment by 17%, or 836 students, since Fall 2004, Salem State has not been able to keep up with the demand for on-campus housing. A Salem State administrator notes that “commuter students are clamoring to get onto campus to have the full experience of student life.” Compounding the problem are the University’s expanded recruiting efforts in other parts of the country and internationally. Beginning in 2012, first-year international students are required to live on-campus for one year, further increasing housing demand. Salem State has been particularly successful at attracting students of color to housing; their proportion in housing is higher than their overall presence in the student body.

There are a small number of students who are interested in living on campus for short durations in the summer, and who will pay a small extra fee to live on campus during breaks in the academic years.

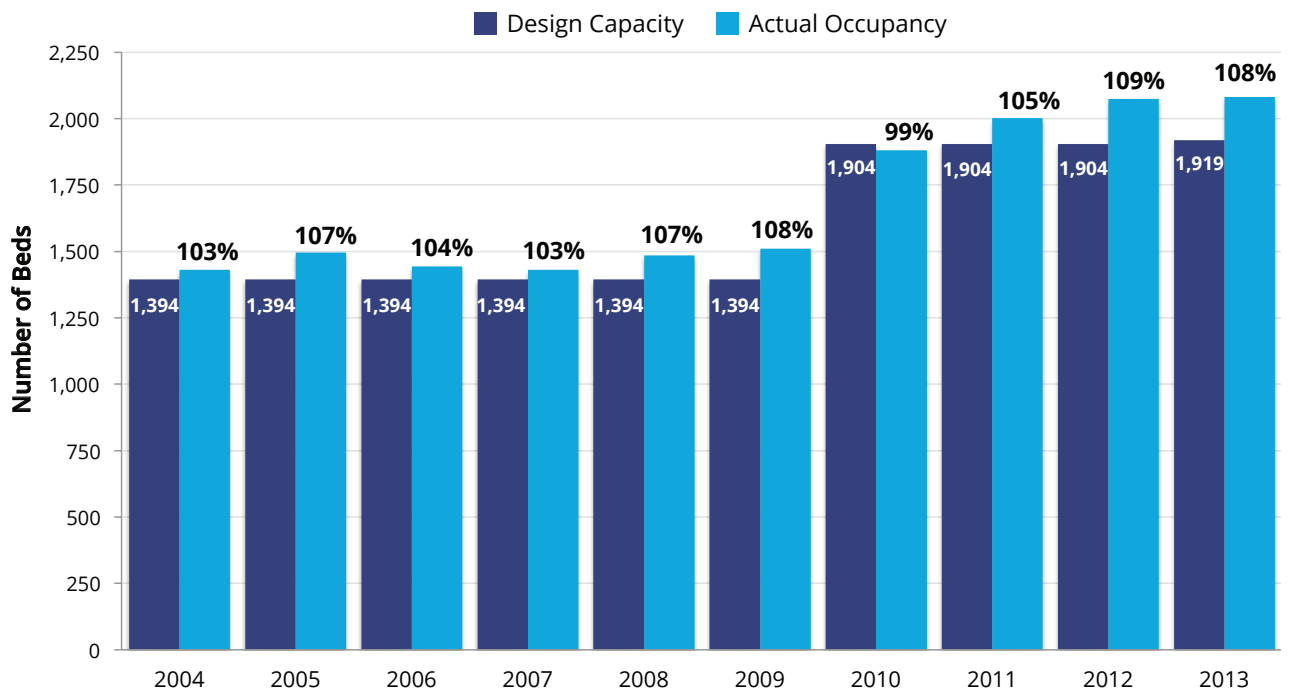
In Fall 2013, occupancy is at 108%, reflecting a degree of overcrowding that has characterized the University’s on-campus housing options for the past decade. The drop evident in Fall 2010 reflects the implementation of a rigorous academic status policy that focused on academic progress toward the degree in addition to cumulative grade point averages. This policy significantly increased academic dismissals following the Fall 2010 semester. While the policy remains, students have been more successful in their academic progress, negating the previous impact on occupancy rates.

Freshman hall occupancy has been as high as 120%; rooms are regularly turned into triples or quads, and lounge spaces have been eliminated. It is believed that this crowding has a negative effect on the retention rate. (See Figure 7H.)

Figure 7H

Housing Occupancy, Salem State, Fall 2004-2013

Source: MSCBA, Fall 2014



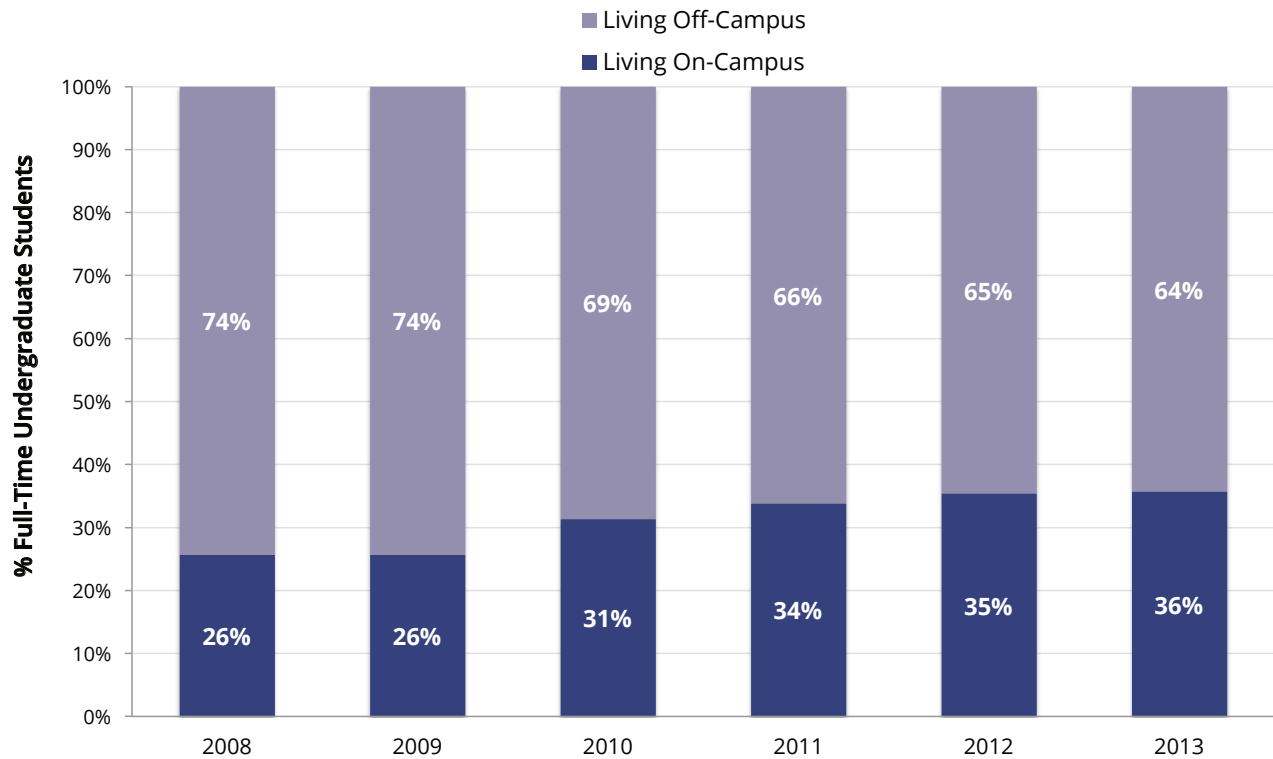
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduate students living on campus has increased by 10% over the past five years, from 26% in Fall 2009 to 36% in Fall 2013. This is due in part to the construction of a new 525-bed residence hall, Marsh Hall, which opened in Fall 2010. (See Figure 71.)

Figure 71

Salem State: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Salem State University, Fall 2014

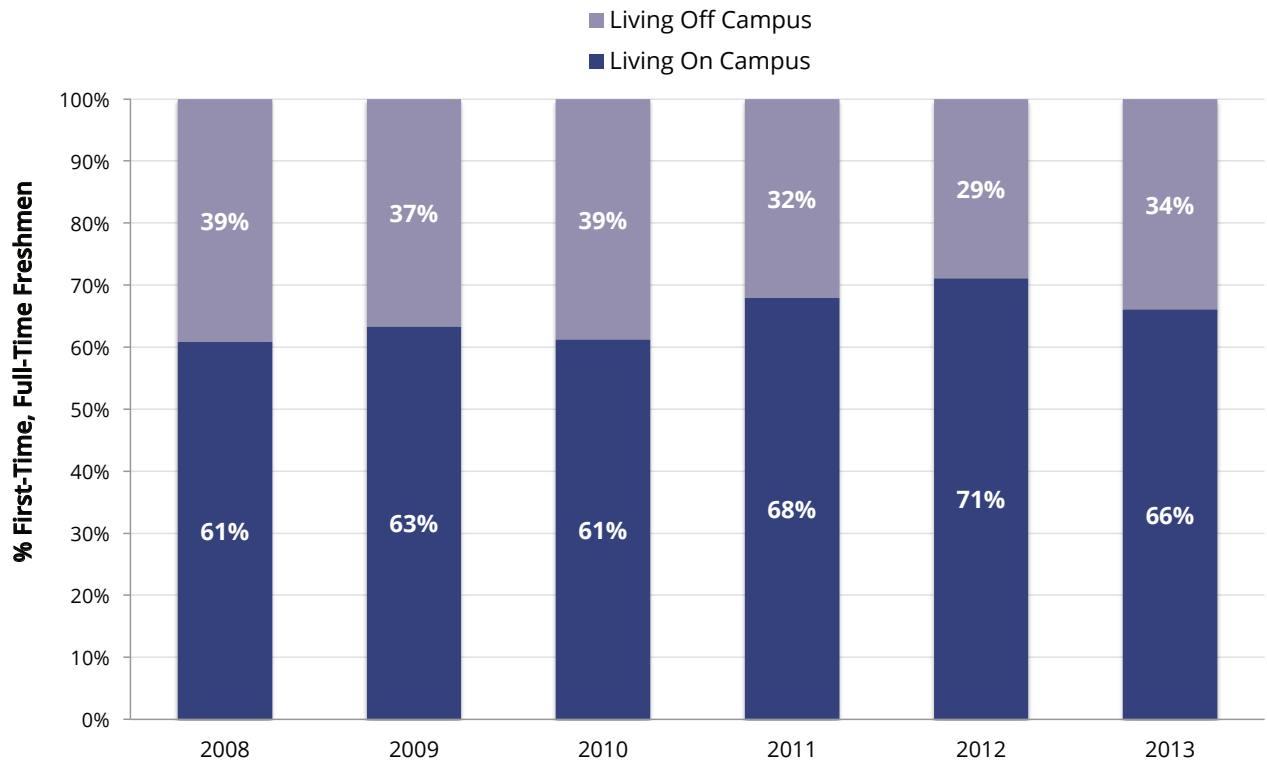


First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen in on-campus housing increased from 61% in Fall 2008 to 71% in Fall 2012, declining to 66% in Fall 2013. (See Figure 7J.)

Figure 7J

Salem State: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: Salem State University, Fall 2014

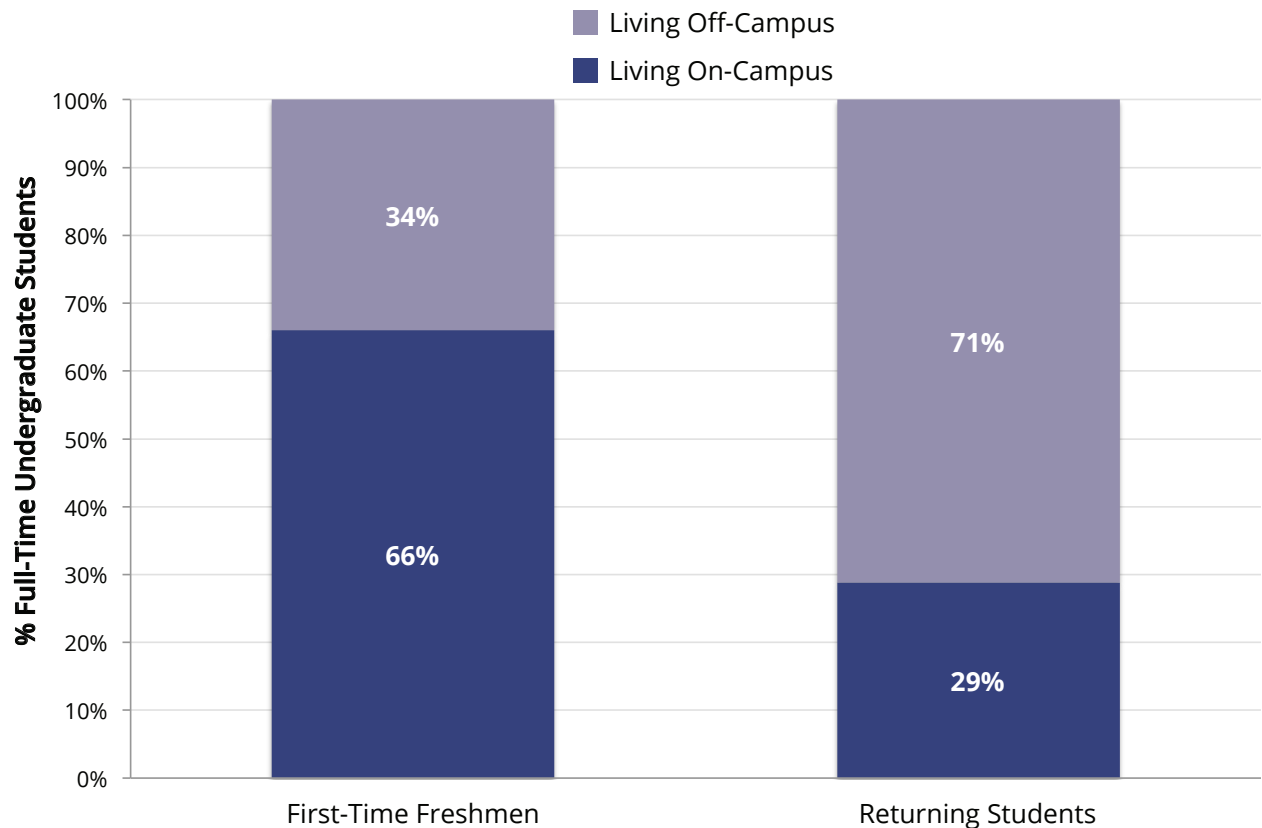


Full-Time Undergraduates by Class. The percentage of first-time, full-time Freshmen living on campus (66%) is about twice the percentage of returning students living on campus (29%). (See Figure 7K.)

Figure 7K

Housing Situation of Full-Time Undergraduate Students by Class Year, Salem State, Fall 2013

Source: Salem State University, Fall 2014



HOUSING PORTFOLIO

Salem State's housing portfolio consists mainly of traditional residence halls and apartments in single and double configurations. The prevalence of traditional-style housing renders Salem State's housing portfolio different from that of many of the other State Universities, where a mix of housing types is more common. The University's next residence hall, Viking Hall, is slated to be designed with semi-suites. These rooms will be set up as two double rooms that will share a bathroom and some common space with a main door that leads to the hallway.

All of the University's residence halls have been renovated since 2000, and two have been built new: Atlantic Hall in 2004, and Marsh Hall in 2010, with Viking Hall having an anticipated opening for 2015.

Although the Bates Complex has been upgraded in the past decade, the building is now 22 years old, which suggests that building-wide system upgrades will be required in the next five or ten years.

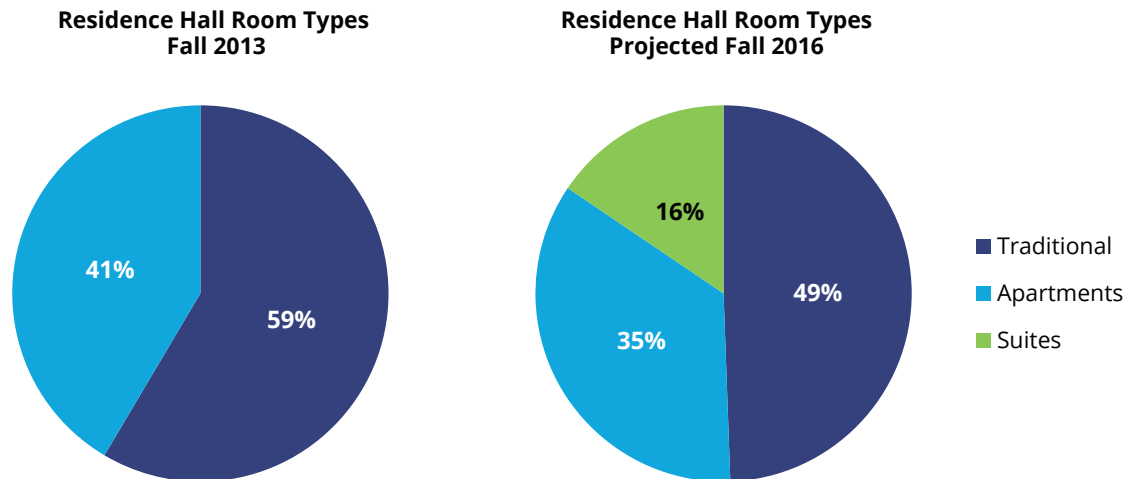
A complete listing of all Salem State residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 7L.)

Although the Bates Complex has been upgraded in the past decade, the building is now 22 years old, which suggests that building-wide system upgrades will be required in the next five or ten years.

Figure 7L

Residence Hall Room Types, Salem State

Source: MSCBA, Fall 2014



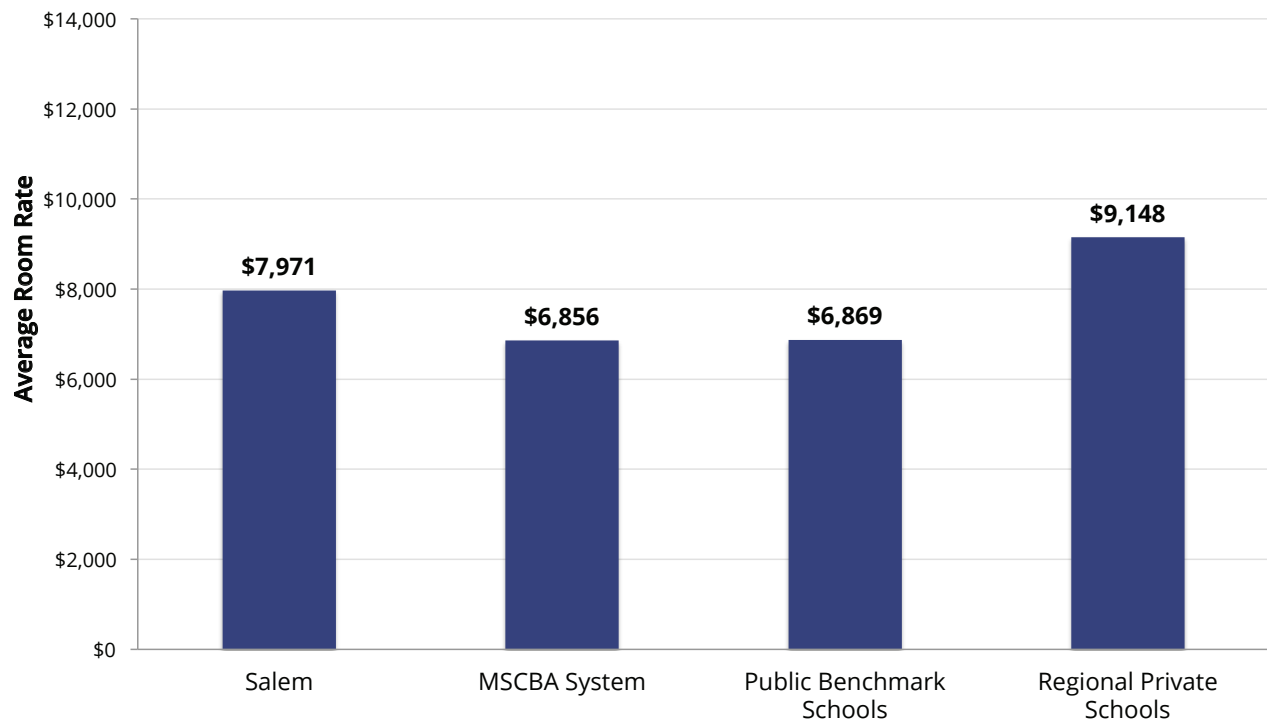
FALL 2014 RENTAL CONTEXT

Overall Cost. Based on Fall 2014 data, the average cost of on-campus housing is \$7,971 at Salem State. This cost is 16% greater than the MSCBA average rent and its public benchmarks, but 13% lower than its regional private benchmarks. It should also be noted that Salem State subsidizes a portion of the rent for Marsh Hall to minimize the cost differential to second-year students. (See *Figure 7M.*)

Figure 7M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



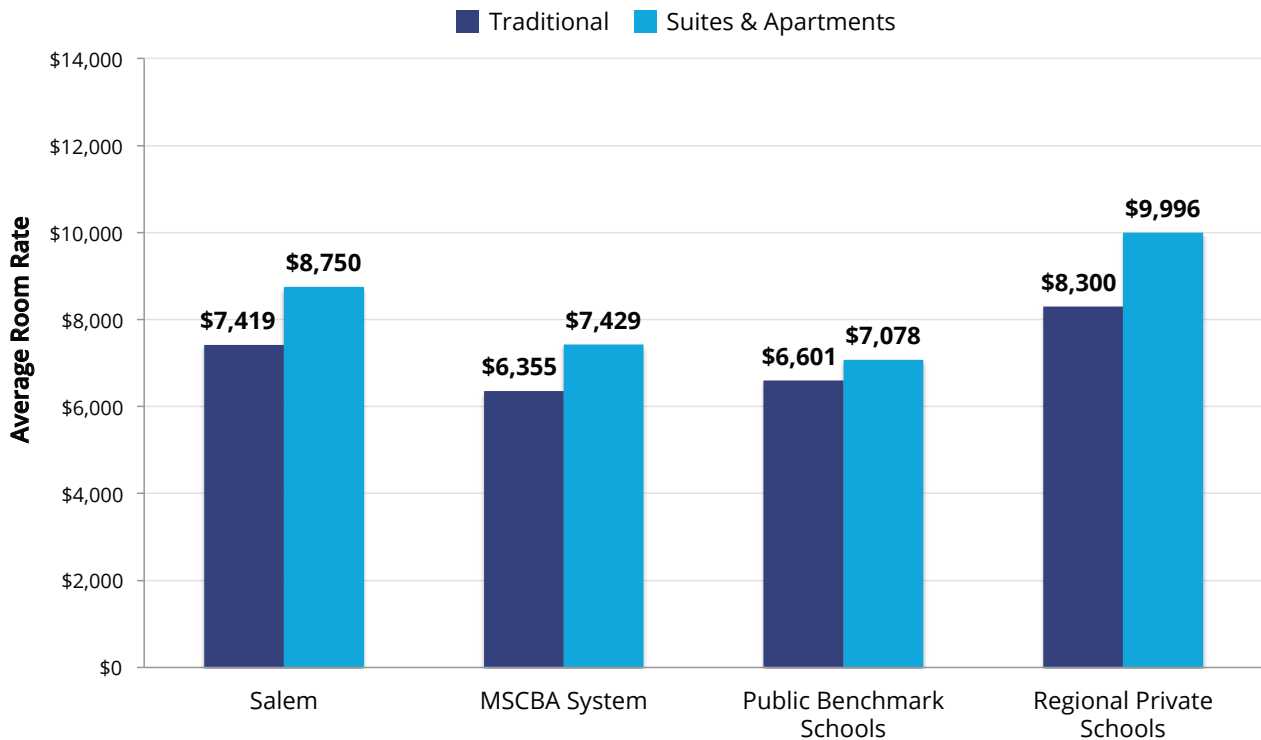
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. On-campus apartments and suites are more expensive than on-campus traditional housing. Rents for both, however, are more than average corresponding costs for the MSCBA and public benchmarks, and less than those for private schools. (See Figure 7N.)

Figure 7N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

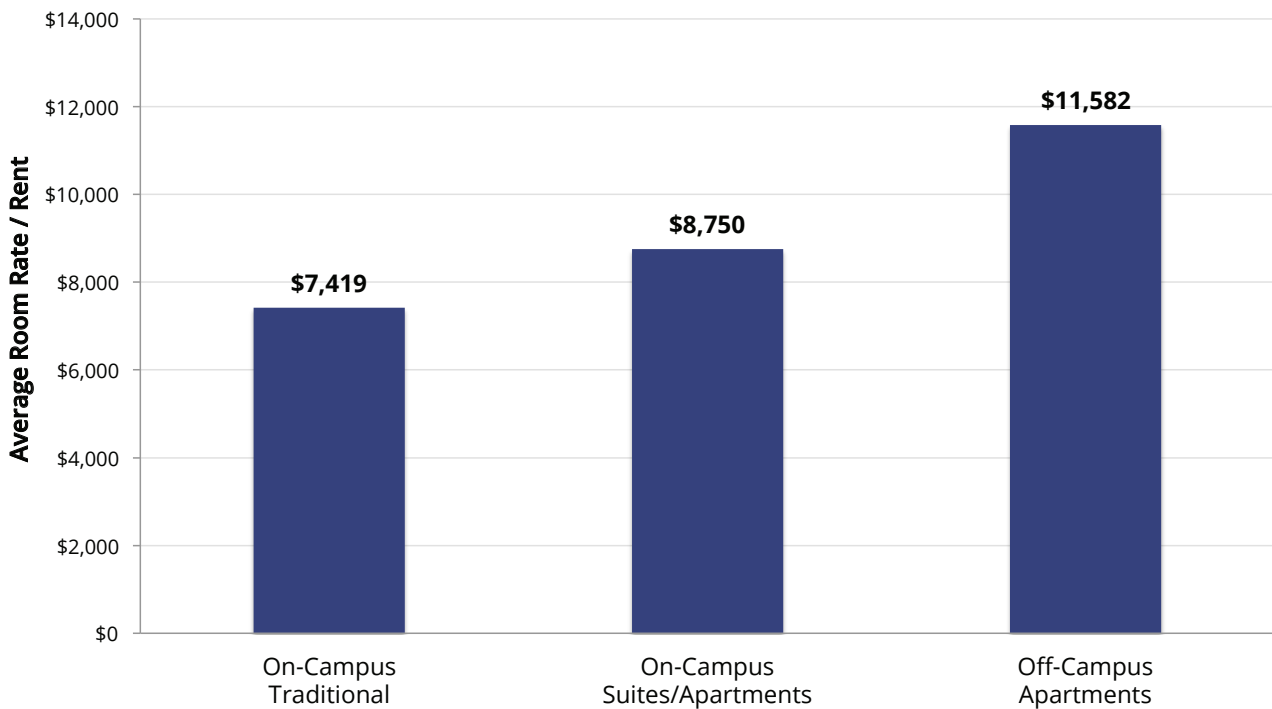
Off-Campus Housing. On-campus housing is significantly less expensive, on average, than off-campus options. The off-campus average room rate (\$11,582) is 32% greater than on-campus apartments and suites, and 56% more than on-campus traditional housing. While there are many rental options in the neighborhoods surrounding the Salem State campus, there are no student-oriented apartment complexes, and many nearby apartment complexes report low vacancy rates (a median of 3%). As a result, most students who live off-campus rent apartments in private homes or converted houses. These units include a high number of one- and two-bedroom units, with fewer three- and four-bedroom units

available. The rentals in private homes and converted houses are under-represented in the snapshot of listings that were available for the market data analysis and may be a factor in why the off-campus rent data is significantly higher than on-campus rents. (See Figure 70.)

Figure 70

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Salem State, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

"We will improve on critical student services while remaining focused on offering the best possible academic experience. We will build for the future literally, with new and renewed facilities, while we also expand on a strong foundation of scholarship and inquiry."

-Patricia Maguire Meservey, Salem State University President, July 1, 2014

A comprehensive Master Vision plan completed in 2013 will guide future development at Salem State. The Guiding Principles of the Strategic Plan emphasize Student Success, Diversity and Sustainability. The definition of Student Success states that “every goal and strategy in this plan is designed to lead, either directly or indirectly, to a greater chance for our students to succeed in achieving their educational and professional goals.”

There are a number of goals and objectives that may have implications for housing:

Goal 1: Provide distinguished academic programs and innovative educational experiences.

- Develop and implement appropriate assessments of learning outcomes for student life programming.

Goal 2: Advance students’ intellectual, personal and professional growth.

A. Offer comprehensive student life programming that is distinctive and integrated

- Increase student engagement by expanding opportunities for student leadership and involvement.
- Improve accessibility of and expand targeted student life programming for part-time undergraduate and graduate students.
- Implement a schedule for comprehensive assessment of all programming in student life and enrollment management.

C. Expand global and cultural awareness and engagement.

- Develop a plan for recruitment of international students including programming that encourages their full engagement in the community.
- Provide opportunities for interaction between international and domestic students.

Goal 4: Position the university to meet the challenges and opportunities of the future.

E. Apply an integrated master plan to guide campus development that supports the academic and student experience.

- Develop a campus master vision.
- Determine long-term needs for facilities development including maintenance, renovation and new construction.
- Establish five- and 10-year goals for campus development including academic, student life, residence life, and other facilities.
- Incorporate an integrated technology plan into all new and renovated construction.

The following section discusses how Salem State may meet some of these goals and objectives, such as learning outside the classroom, through current and future housing initiatives.

Figure 7P**MSCBA Projects**

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Bowditch Hall	Lighting Improvements	\$430,000
Canal Street Parking	New Surface Parking (221 cars)	1,920,000
Gasset Center	New Fitness and Recreation Center	17,624,281
Peabody Hall	Boiler Renovations and Student Room Lighting	775,000
Public Safety Office	Construction of New Headquarters	2,080,000

2015: Projects Underway

Parking Garage	New Parking Structure (729 cars)	23,000,000
Viking Hall	New Housing Capacity (353 New Beds)	53,000,000
Ellison Center	Study - New or Expansion/Renovation with New Dining Commons	200,000

2016 and Beyond: Future Projects Anticipated

Bates Hall	Bathroom Renovations	2,000,000
Peabody & Bowditch Halls	Fire Alarm Upgrades & IT Infrastructure Upgrades	500,000
Ellison Center	First Phase Expansion/Renovation with New Dining Commons	9,000,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Increased Housing Options. Housing continues to be Salem State's greatest priority in working with the MSCBA. Salem State continues to work towards its target of housing 50% of full-time undergraduate students, guaranteeing four years of housing, and offering an immersive cohesive residential experience. The campus is committed to expanding its Faculty-in-Residence program, which will require providing faculty apartments in older residence halls, and building space in the new Viking Hall. Salem State is also committed to providing a residential campus experience that offers enhanced learning outside the classroom; to accomplish this, residence halls must have significant multipurpose spaces for student activities and programming.

POTENTIAL HOUSING INITIATIVES

Residential Campus Planning. Currently, the campus has three residential areas separated by city streets. It would be ideal if planning strategies could be developed to tie the three areas together, for example, improving exterior lighting, and the cleanliness and maintenance of the adjoining sidewalks.

Undergraduate housing. The Living-Learning Community residence hall program will be expanded to make it more thematic; the Communities will have affiliated faculty who live in the hall and others who do not. Multipurpose programming space is crucial to the success of the Living-Learning Community program.

With high quality Freshman residence halls, Salem State would like to continue to provide housing at the same standard by improving the upperclass residence halls. Bates, in particular, will need improvements.

Graduate Student Housing. Although not currently a priority, on-campus graduate student housing may emerge as a priority in the coming years as the University's graduate program offerings grow.

POTENTIAL CAMPUS INITIATIVES

There remains a need to modernize buildings on the north campus. For example, the University's Campus Center requires replacement or extensive renovations and upgrades. The current structure is the oldest campus center in the Massachusetts State University System and was constructed at a time when the campus population was much smaller and its demands much different; it was built for a campus of 2,000 students, while Salem State now has closer to 10,000. As part of a vibrant and growing campus, the University's Campus Center must be able to respond to the program and service demands of the 21st century student and complement those learning experiences received in the classroom.

Moreover,

having the appropriate amount of space in a student center will directly support the student retention rate. There is also a future need to create gathering spaces in academic building for increased student-to-student and student-faculty interaction.

Parking is an area that has required collaborative exploration by the University and the MSCBA. To help address long-standing parking shortages at the University, a new lot was created to compensate for the lost parking spaces due to the construction of Viking Hall, and groundbreaking for a new 725 space parking garage on North Campus is set for early 2015.

In Fall 2014, the University will begin the renovation of its venerable Mainstage Theater into the new Sophia Gordon Center for the Creative and Performing Arts. This largely interior renovation will convert the current auditorium-style space into an intimate theater while creating new rehearsal and scene shop space. The University received a \$32.9M grant from the Commonwealth for new science labs in October of 2013. The study phase for that project will begin in the spring of 2014.

Salem State is working with the MSCBA to provide a higher level of security in the campus residences, including installing new systems, providing cameras and guest swiping, and paying for institutional overnight security officers out of the residence hall budgets.

Currently, Salem State gathers revenue from renting out the hockey rink of the Athletic Center, and, to a lesser extent, other parts of the Center. Theater productions also bring in revenue. These buildings may provide future opportunities for refurbishing or renovation.

Salem State administrators note that the Campus Center and library renovations have helped the commuter population by providing them with 'soft spaces' for gathering, but feel that more gathering spaces are needed to keep commuters incorporated into the campus community.

V. SUMMARY

Salem State strives to balance the needs of its residential and commuter students with new or renovated residence halls, room occupancy not exceeding design capacity, enriched residence hall programming, increased campus gathering places for all students, and parking for commuters. The lack of affordable off-campus options for upperclass students will continue to keep demand for campus housing high. It is notable that Salem State is achieving its diversity goal by enrolling a very high proportion of Hispanic students who are interested in campus housing. As the number of Hispanic teens is slated for strong growth throughout the state, this is yet another factor to indicate that Salem State may need additional housing in the future. Finally, Salem State is considering both graduate student and faculty housing, and this interest may provide the MSCBA with an opportunity to study the unique housing needs of each group, for example, who are the priority populations for housing, in which unit types and sizes are they interested, and what is their tolerance for cost and distance from campus?



Westfield

STATE UNIVERSITY

WESTFIELD STATE UNIVERSITY:

2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,371
Undergraduate Student Enrollment	5,691
Full-Time Enrollment	4,999
Part-Time Enrollment	693
Graduate Student Enrollment	679

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	34%
From Massachusetts	92%
From Out-of-State	7%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	92%
Male	48%
Female	52%
Minority <i>Students with Known Race/Ethnicity</i>	17%
Asian	1%
Black	4%
Hispanic	7%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	25%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	80%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	60%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	57%
Housing Target <i>Full-Time Undergraduates</i>	67%
Occupancy Percent, Fall 2013	101%
Design Capacity, Fall 2013*	2,814
Actual Occupancy, Fall 2013	2,848
Design Capacity, Fall 2014*	2,797

RENTS

Average On-Campus Rent, Fall 2014	\$6,212
Average Off-Campus Rent, Fall 2014	\$6,651
Average Public Benchmark Schools Rent, Fall 2014	\$6,804
Average Regional Private Schools Rent, Fall 2014	\$8,307
Average MSCBA System Rent, Fall 2014	\$6,856

* Housing design capacity does not include 205 beds in Lansdowne Place, an off-campus apartment building leased to the University until 2021.

**Housing design capacity is expected to diminish slightly due to the renovation of Dickinson Hall in Summer 2015.

Map 8A

Campus Map - Westfield State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Westfield State University (Westfield State) is a comprehensive, coeducational, four-year public university in Western Massachusetts. The University grants Bachelor of Arts and Bachelor of Science degrees in twenty-six majors; Bachelor of Science in Education degrees in four areas; Bachelor of Science in Nursing and Bachelor of Social Work degrees; and Master of Art, Master of Science, Master of Public Administration, Master of Social Work and Master of Education degrees. Certificates of advanced graduate study are also available.

Founded in 1838 by noted educator and social reformer Horace Mann, Westfield State was the first public co-educational college in America that accepted students without consideration of race, gender or class background. In the past 175 years, the institution has developed from a two-year normal school housed in downtown Westfield to a comprehensive Master's University at its current site. While the University maintains a strong focus on providing a full-time residential college experience for traditional-aged students, Westfield State is a multi-faceted university with an enrollment mix of traditional (18-24) and non-traditional (above 25) aged students; full- and part-time students; undergraduate and graduate students; and residential, commuter and online students.

Westfield State provides its students with an excellent educational experience. During the recent New England Association of Schools and Colleges (NEASC) re-accreditation process, the evaluation team praised the University for "a focus on the centrality of students and their educational experience." Westfield State's graduation rates are the highest of the Massachusetts State University System's comprehensive universities and are exceeded only by UMass Amherst in the UMass system. For the past three years, the University has been ranked first among its Massachusetts State University System peers according to the U.S. News & World Report's "Best Colleges" rankings.

CAMPUS PHYSICAL DEVELOPMENT

Set among several residential neighborhoods of suburban Westfield, Westfield State occupies 256 acres divided across four contiguous campuses: Main, East, South and North. The entire 256-acre parcel is known collectively as the Western Avenue campus.

Main Campus is known for its large, centralized green, ringed by key campus buildings and providing space for intramural sports and recreational activities. Surrounding buildings include ten residential halls, five academic buildings, one dining hall, an interfaith center, the campus center, the campus library and a power plant. In Summer 2014, construction will commence on a new academic building. When completed in 2016, this building will house laboratories and classrooms for science and nursing departments. In 2015, the University will regain the use of the Juniper Park school building. Once renovated, this building will provide updated facilities for the Music and Art Departments.

East Campus comprises athletic facilities, housed in the Woodward Center, and administrative and academic space, housed in the Horace Mann Center. Across from East Campus sits Stanley Park, which offers wireless Internet access and is regularly used by students. *(See Map 8A.)*

South Campus contains student parking, while North Campus contains undeveloped wetlands, trees, and vegetation.

In addition to the Western Avenue campus, Westfield State has a physical presence in downtown Westfield. The Lansdowne Place apartment building, located downtown, houses over 200 upperclassmen, and the Westfield State University Downtown Art Gallery has provided space for a variety of art exhibitions since its opening in Fall 2008. (Both of these facilities are leased by the University from private property owners.) Downtown Westfield is about a five-minute drive from Main Campus.

II. STUDENT BODY

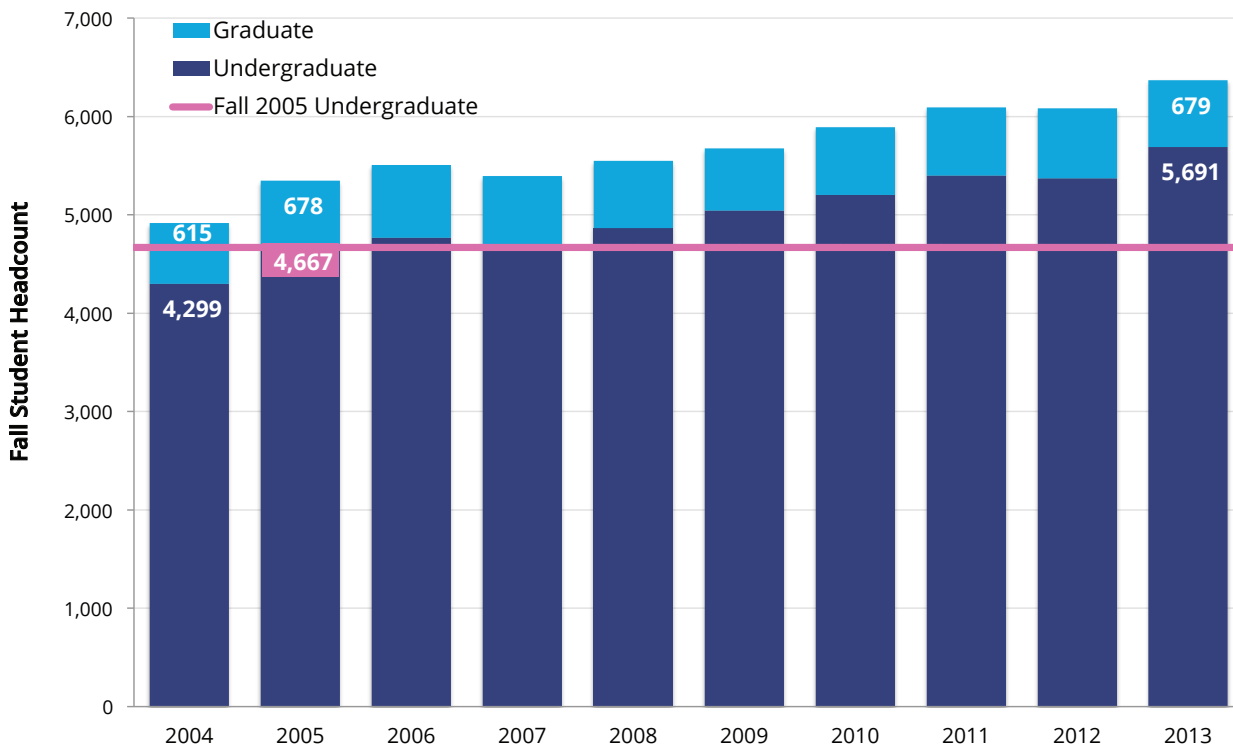
ENROLLMENT

Overall Enrollment. Westfield State experienced a steady rise in total enrollment over the past decade (Fall 2004 to Fall 2013). The majority of growth is within the undergraduate population, which grew 32%; the University's graduate population grew only 10%. (See Figure 8A.)

Figure 8A

Student Enrollment, Westfield State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



Undergraduate Enrollment. Most of the growth in the overall undergraduate student population in the last decade is from full-time students. The number of full-time undergraduates increased over the past decade by 1,296 students.

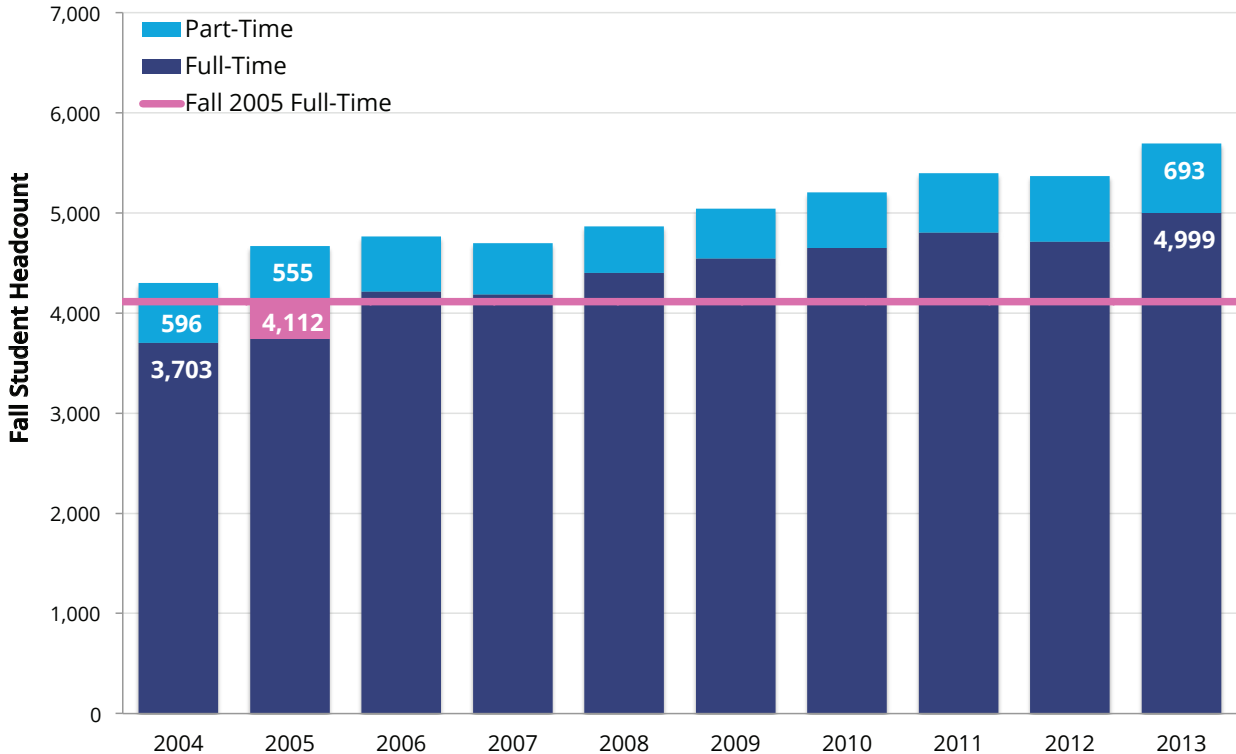
The majority of undergraduate students are full-time (Fall 2013: 88%), and this percentage has fluctuated narrowly over the past decade. There are many campus strategies in place to keep full-time enrollment stable or growing, including retention of upper-class students, and special interventions in the residence halls for full-time students at risk. (See Figure 8B.)

There are many campus strategies in place to keep full-time enrollment stable or growing, including retention of upper-class students, and special interventions in the residence halls for full-time students at risk.

Figure 8B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Westfield State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



DEMOGRAPHIC INFORMATION

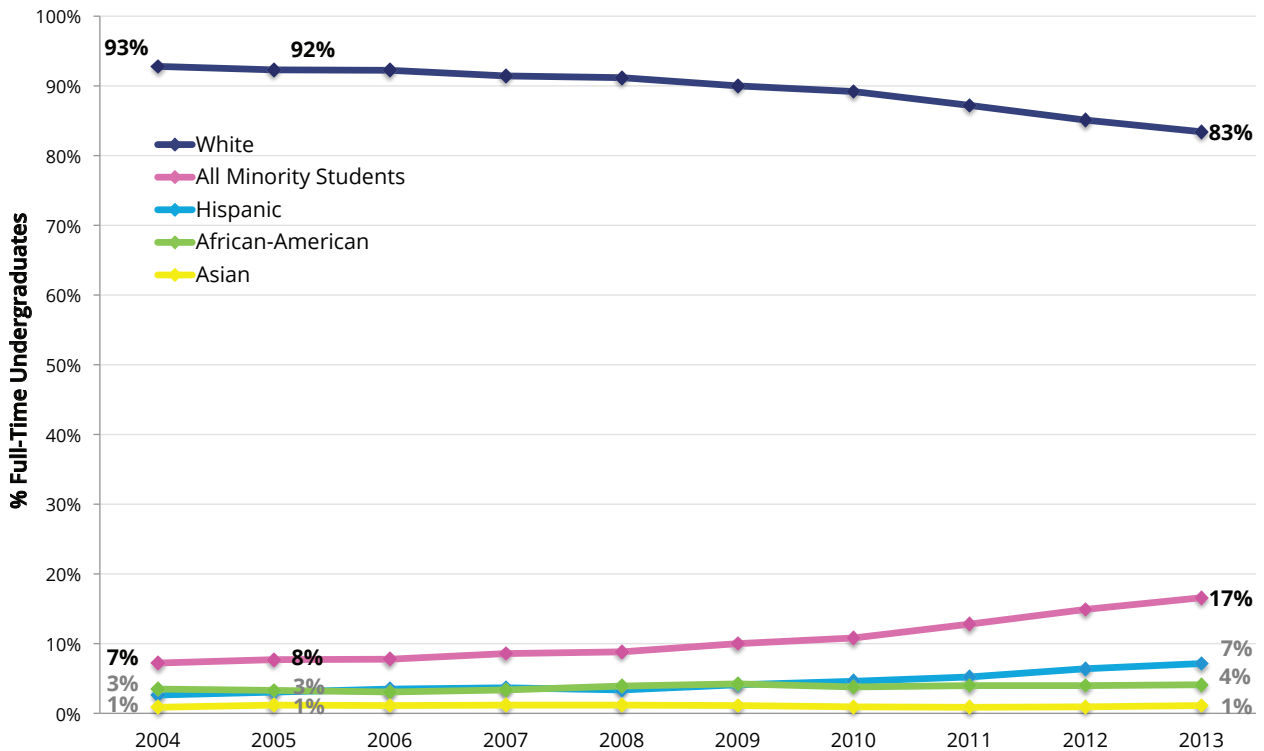
Student Body Composition. Of the full-time undergraduate population, 52% are female, 92% are of traditional age (18-24), and 17% are from minority populations. The minority population has more than doubled over the decade, from 7% in Fall 2004 to 17% in Fall 2013. Westfield State is watching carefully as the state population of Latino high school graduates grows, and is planning a variety of initiatives to recruit Latino students to campus. (See Figure 8C.)

Westfield State is watching carefully as the state population of Latino high school graduates grows, and is planning a variety of initiatives to recruit Latino students to campus.

Figure 8C

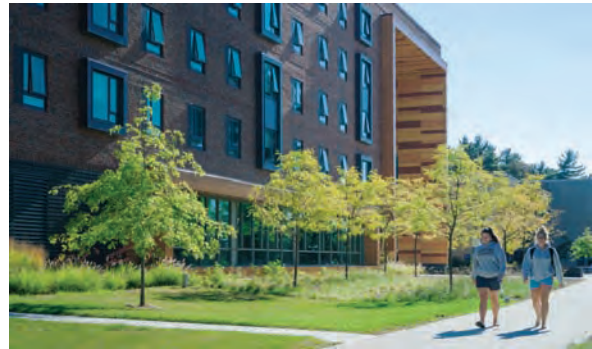
Full-Time Undergraduate Enrollment by Race/Ethnicity, Westfield State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. Westfield State draws 92% of its student body from the Commonwealth, 7% from other states, and about 1% from abroad. 34% of in-state students come from the towns and cities surrounding Westfield in Hampden County, and another 26% come from Middlesex and Worcester counties. Massachusetts cities such as Boston, Worcester, Springfield, Pittsfield, and Franklin are also well represented. Although international students do not constitute a significant proportion of total enrollment, the University views international recruitment as a source of future enrollment. They are developing more international programs, such as a faculty-led January 'J' term exchange program. (See Map 8B and Figure 8D.)



Map 8B

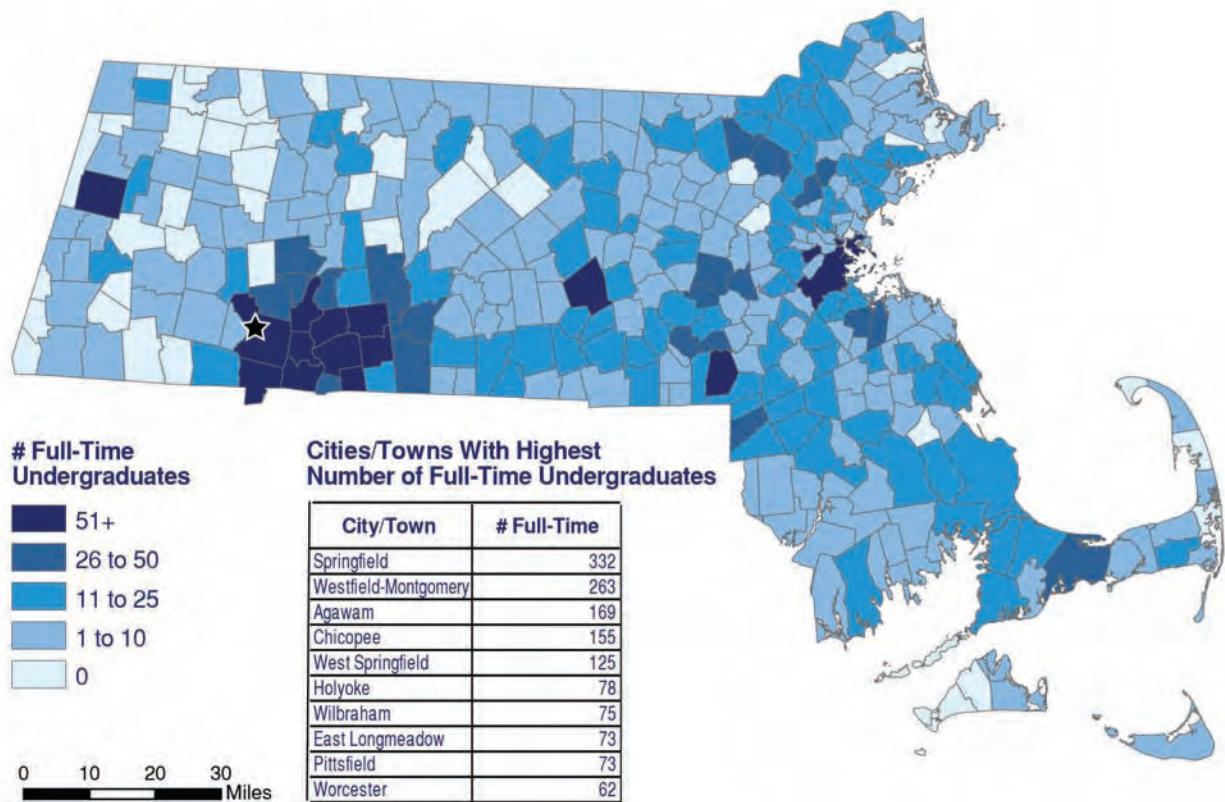
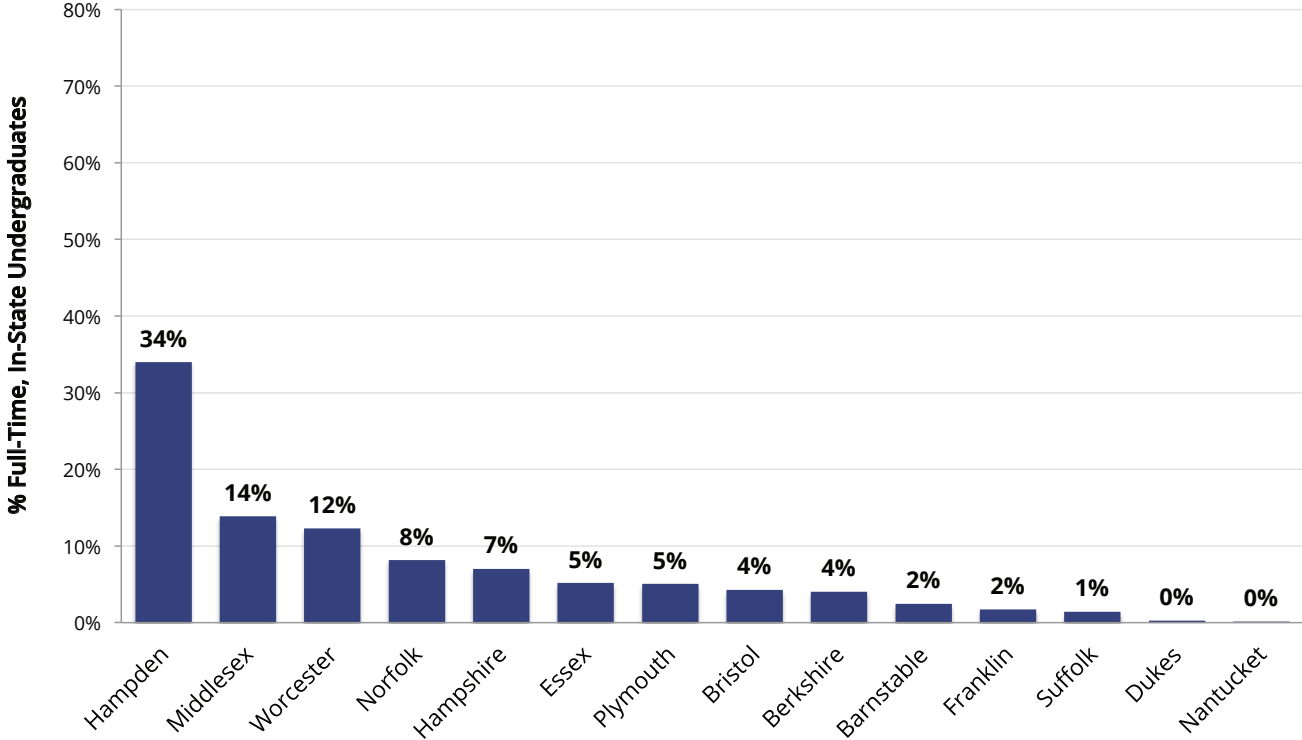


Figure 8D

Counties of Residence of Full-Time, In-State Undergraduate Students, Westfield State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

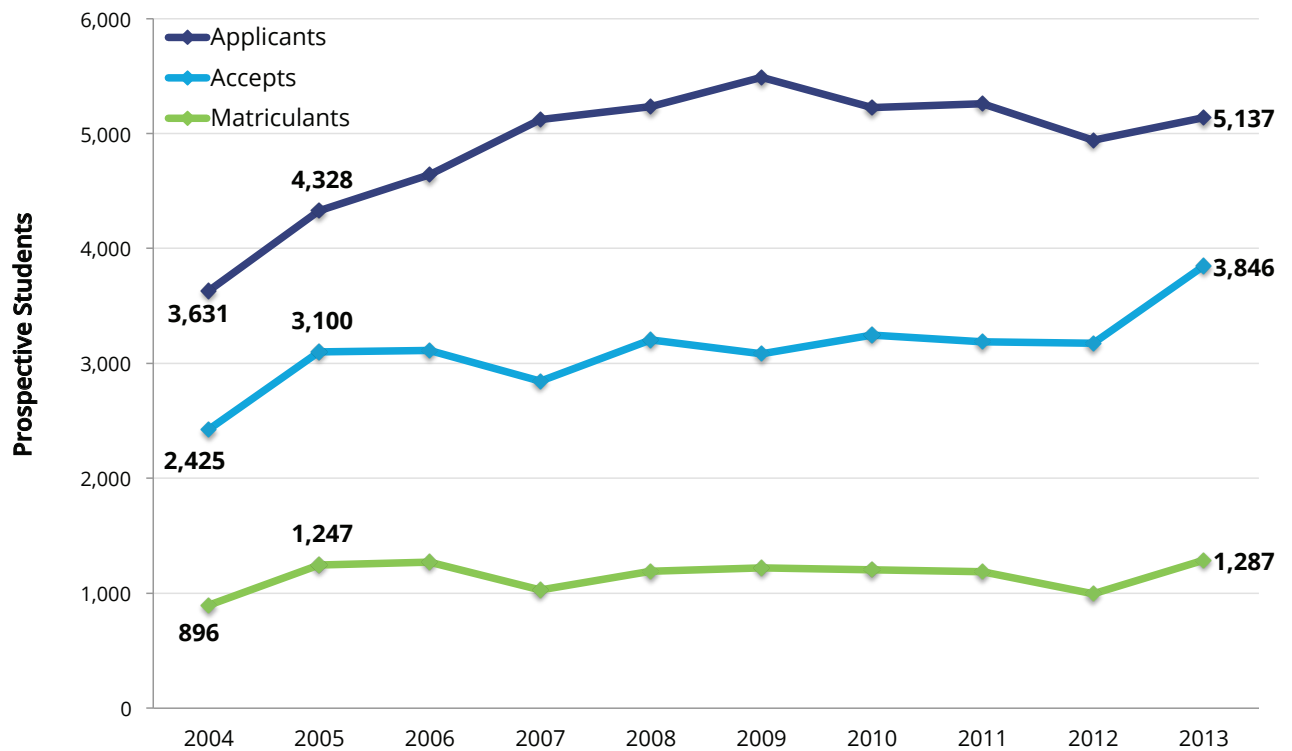
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Completed applications from first-time Freshmen rose 41% since 2004, and have leveled off at over 5,000 applications yearly. In 2012, Westfield State had a small dip in applicants, matriculants, and yield (the percent of matriculants out of the number of accepts), but bounced back in 2013. They have had approximately the same number of accepted and enrolled students since 2005. “Phenomenal cost is Westfield State’s best recruitment tool,” according to one administrator. (See Figure 8E.)

Figure 8E

First-Time Freshman Admissions, Westfield State, Fall 2004-2013

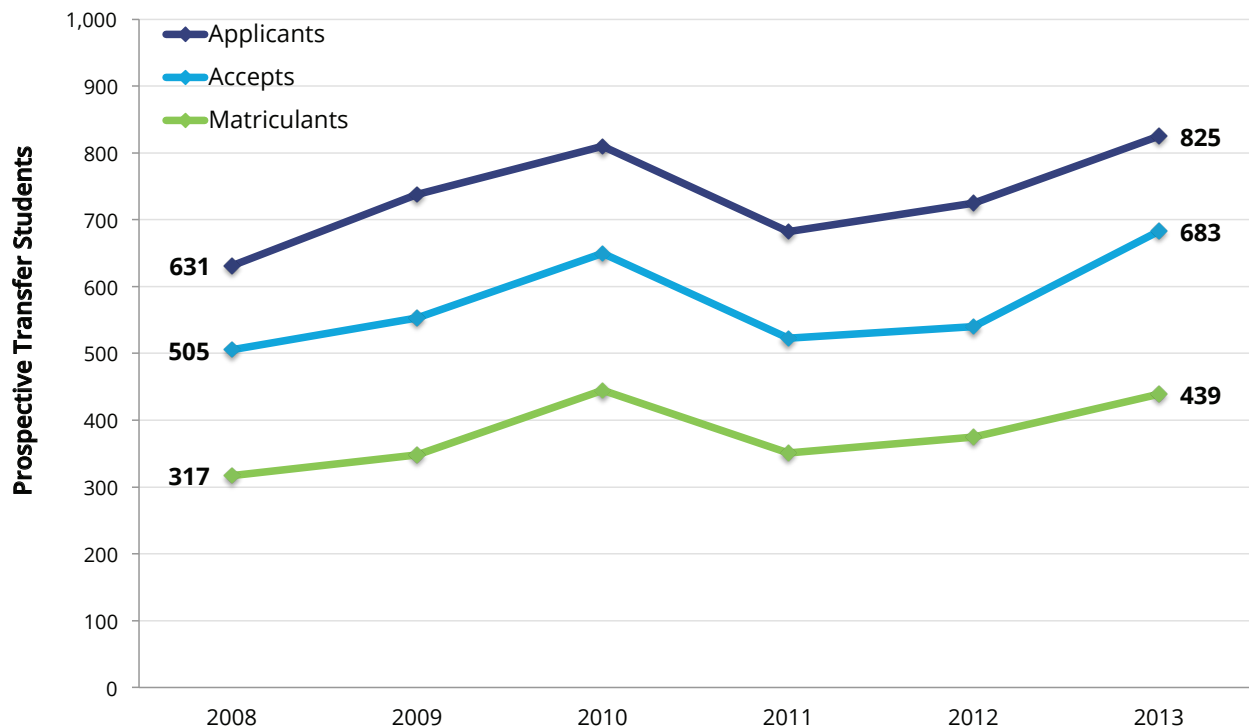
Source: Westfield State University, Fall 2014



Transfer Admissions. After a dip in Fall 2011 and Fall 2012, in Fall 2013, transfer applications are at an all-time high, and transfer matriculants are as high as they were in 2010. Westfield State has articulation agreements with all of the Massachusetts Community Colleges and participates in both the MassTransfer Program and the MassTransfer Tuition Waiver Program. (See Figure 8F.)

Figure 8F**Transfer Admissions, Westfield State, Fall 2008-2013**

Source: Westfield State University, Fall 2014



Going forward, Westfield State expects to maintain the size of its new first-time and transfer student population over the next three to five years. There is a possibility they might reduce the full-time day population from the current 4,800 students to about 4,500.

Recruitment and Retention. The University is actively focused on recruitment processes that will diversify both the student body and the faculty. The Urban Education Program functions as Westfield State's primary recruiter of high school students from diverse educational, linguistic, ethnic and cultural backgrounds. 93% of Westfield State students receive some form of financial assistance. In addition to other financial aid options, the university participates in the New England Regional Program for tuition adjustment for students from adjacent states.

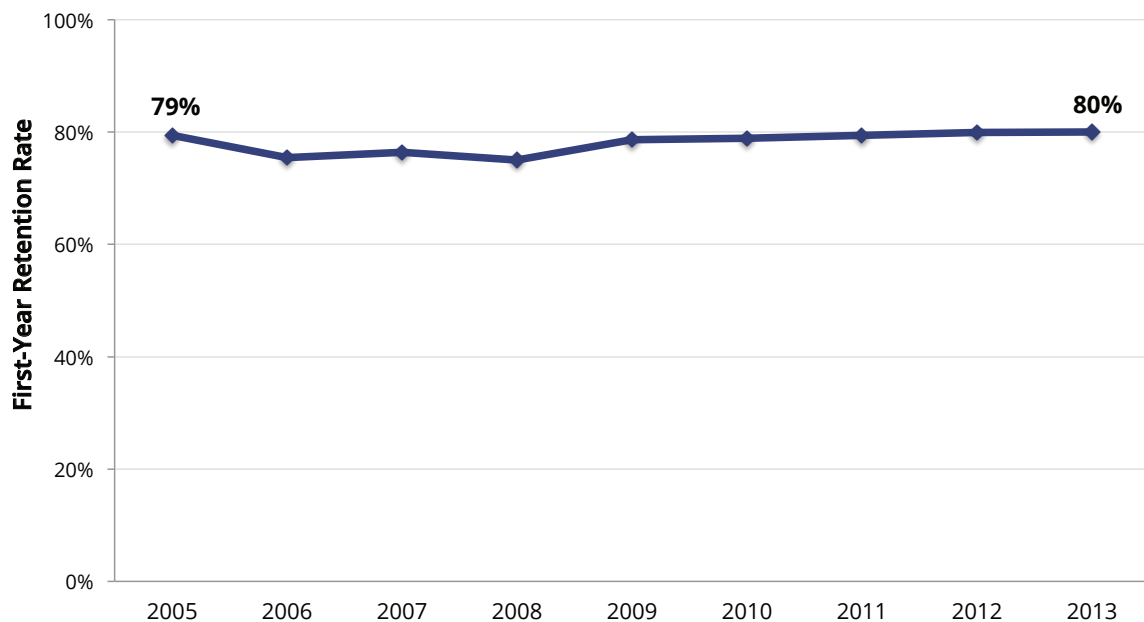
In 2008, Westfield State began to implement distance-learning options. The University offers online bachelor's degree completion programs in Business Management, Criminal Justice, History, Liberal Studies, Psychology, and Sociology.

From Fall 2012 to Fall 2013, 80% of Westfield State's first-time full-time Freshmen persisted into their second year. The retention rate has remained fairly constant since Fall 2009. There are many efforts in place to strengthen the retention rate, including admitting stronger students to begin with, and targeted support for commuter students. The well-staffed Commuters Council now has a newsletter featuring student activities on campus, and residence hall programs are open to commuters. Student Affairs also sponsors free lunch every other week for commuters. Transfer and commuter students are approached in many different ways to engage with the Westfield State community. (See Figure 8G.)

Figure 8G

First-Time, Full-Time Freshman Retention Rate, Westfield State, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

Students spend, on average, about 10% of their time at college in the classroom; so, how they utilize the other 90% of their time makes a huge difference in what they will gain from their time on campus. For most Westfield students, a significant part of that 90% will be spent in the residence halls.

Our Residential Life Program is intentional about providing residential environments conducive to sleep and study and offering programs and opportunities that impact and engage students, such as:

- *Hundreds of section, hall, and campus-wide programs each year;*
- *Our yearly Community Service Programs, which have sent dozens of students and faculty/staff chaperones across the region and the country to build homes for Habitat for Humanity and also provided relief and services in the greater Westfield community;*
- *The Owl Advantage Program, which offers students incentives for attending a variety of campus educational, cultural and recreational events; and*
- *The Leadership Voyage, an annual fall retreat that provides training, skills development and motivation for dozens of student leaders.*

Expectations are placed on our in-hall Residential Life staff members to promote faculty involvement in the residence halls each semester through programs that must satisfy identified student learning outcomes.

Significant interactions with academic programs include (but are not limited to):

- *New Student Orientation: Residential Life coordinates this major campus program, which includes significant participation and feedback from Academic Affairs on scheduling, sessions, and testing requirements for incoming students;*
- *Special living units in our residence halls related to academic programs including Movement Science, Sports and Leisure Studies section in Lammers Hall; and the Honors section in Lammers Hall;*
- *Work with International Student Services regarding housing needs for incoming international and exchange students;*
- *Work with the Banacos Academic Center who facilitates services for students with disabilities regarding housing placements;*
- *GPA requirements for student staff and student leaders; and*
- *Faculty assistance with staff training activities.*

The in-hall Residential Life staff members have significantly increased their focus on faculty involvement in the residence halls. During the 2012-2013 academic year, over 100 programs featuring faculty members were offered in the residence halls.

- Kim Tobin, Interim Vice President, Administration and Finances, Westfield State University

DEMAND

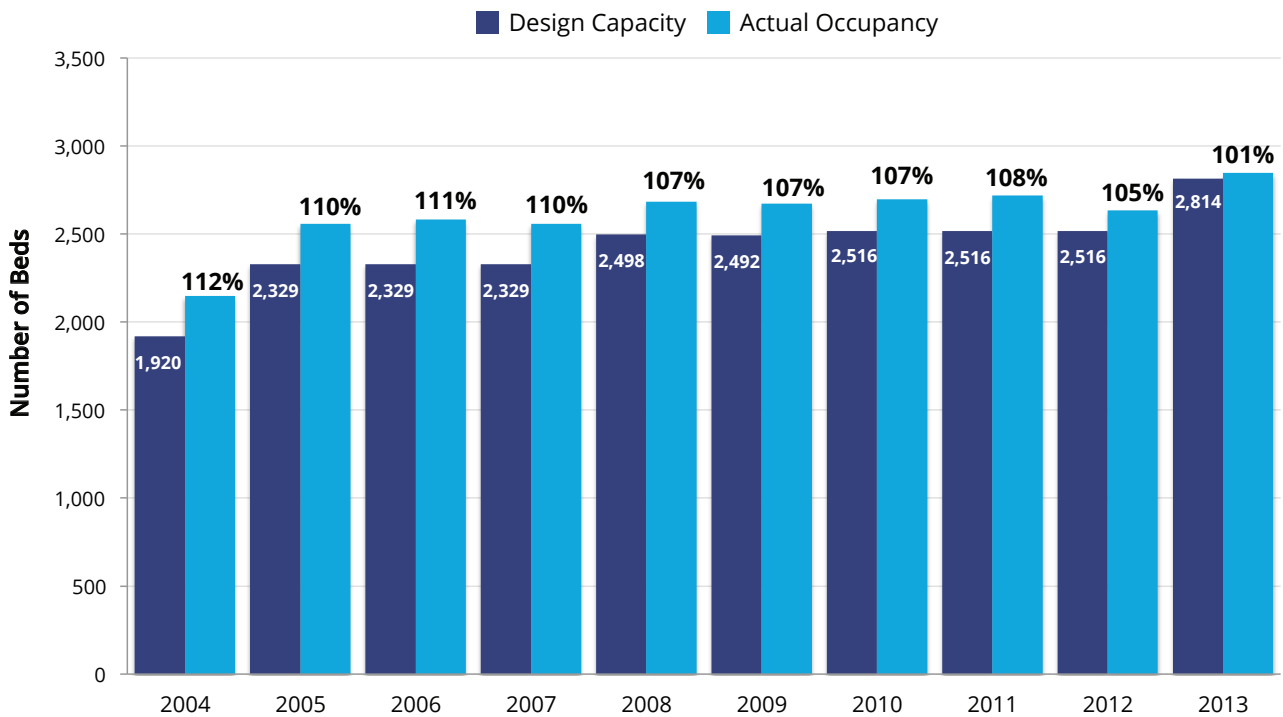
The University currently houses approximately 3,000 full-time undergraduate students. This is an increase from prior years due to the new residence hall added in Fall 2013. This additional housing was necessary as the number of full-time students needing housing had increased significantly.

In Fall 2013, due to the new residence hall, the occupancy rate is down to 101%, from a high of 108% in Fall of 2011, thus effectively ending the oversubscription and overcrowding that had typified on-campus housing at Westfield State in recent years. (See Figure 8H.)

Figure 8H

Housing Occupancy, Westfield State, Fall 2004-2013

Source: MSCBA, Fall 2014



Summer Housing. Westfield State has increased the number of in-residence summer groups greatly over the past four to five years, which provides revenue for housing repairs. There is not much demand for year-round housing for Westfield State students.

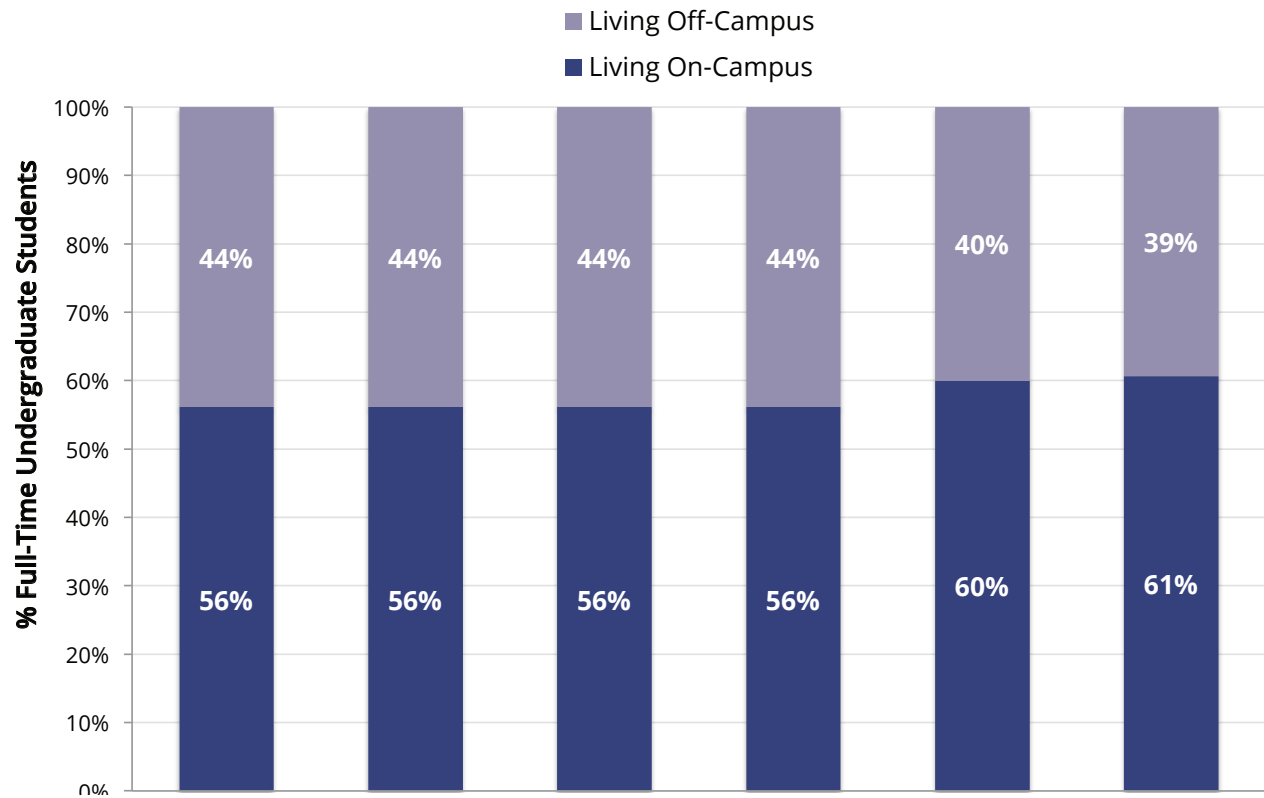
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. Since 2011, the percentage of full-time students in on-campus housing has increased from 56% to 61%¹. (See Figure 8I.)

Figure 8I

Westfield State: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Westfield State University, Fall 2014



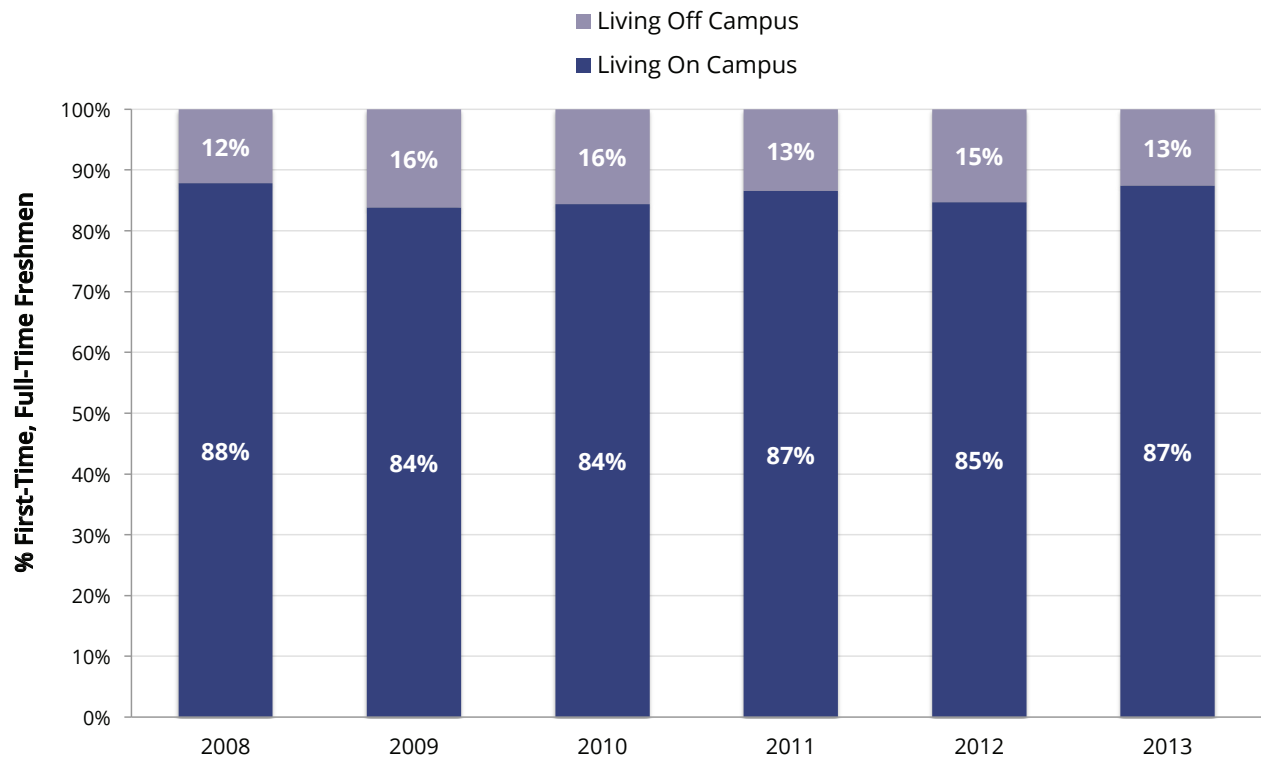
¹Note that the University's own timeline of the percentage of students housed in fall of each year may differ from the percentage reported to the MSCBA in September. There may be additional movement of students in and out of housing throughout the fall. There may be additional movement of students in and out of housing throughout the fall. Moreover, there may be a discrepancy from the MSCBA resident count based on whether or not RAs are included in the total.

First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen living in on-campus housing has fluctuated in the past two years. In Fall 2013, 87% of first-time, full-time Freshmen at Westfield State live on campus. (See Figure 8J.)

Figure 8J

Westfield State: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: Westfield State University, Fall 2014

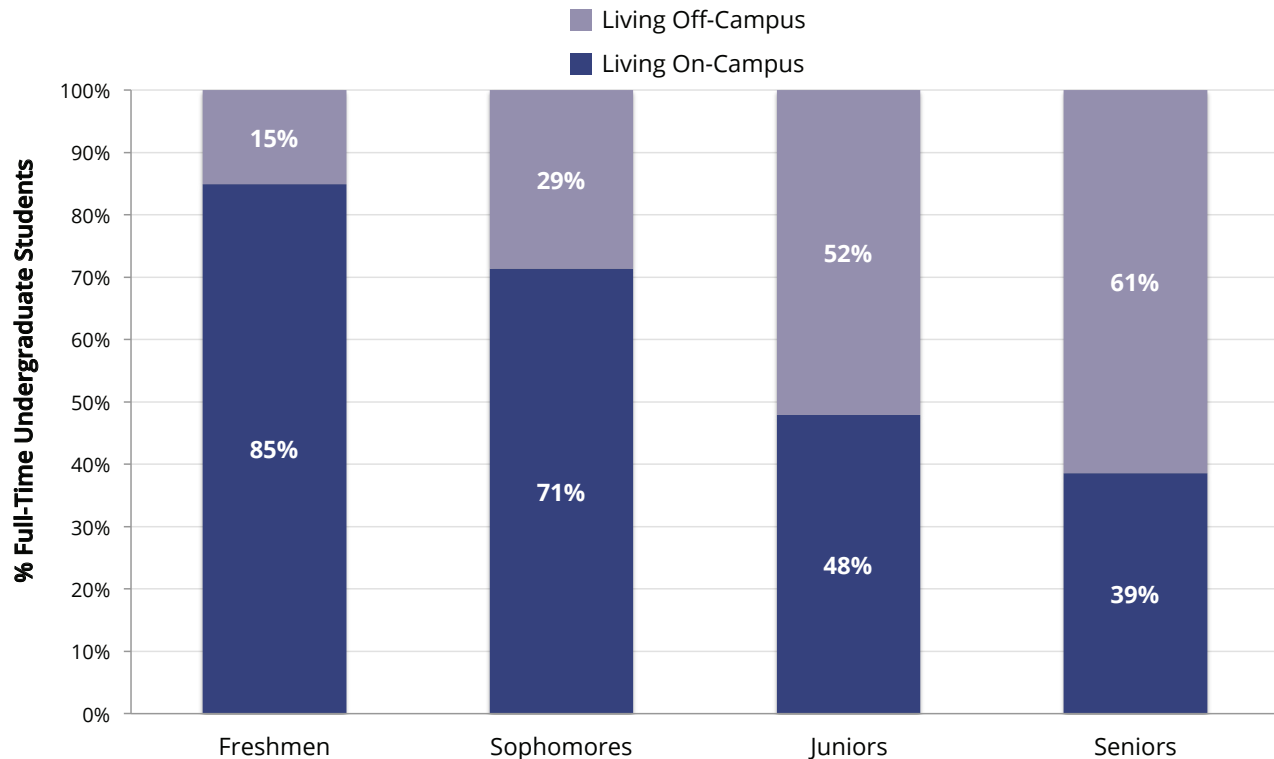


Full-Time Undergraduates by Class. The percentage of full-time undergraduates² living on campus in Fall 2013 is lower for each subsequent class, but it is notable that about half (48%) of full-time Juniors and more than one-third (39%) of full-time Seniors chose to live on-campus. (See Figure 8K.)

Figure 8K

Housing Situation of Full-Time Undergraduate Students by Class Year, Westfield State, Fall 2013

Source: Westfield State University, Fall 2014



Westfield State currently has no housing requirement, but first-year students who submit their housing materials on time are guaranteed housing.

HOUSING PORTFOLIO

Westfield State's on-campus housing options include a mix of traditional residence halls and apartments. A new residence hall, University Hall, opened in Fall 2013, providing suite-style housing to expand the range of housing types available. A majority of residence hall rooms are of traditional type (61%). Despite the fact that about one-third (39%) of rooms are suites or apartments, there is a feeling on campus that there are still too many traditional double-loaded corridor rooms. All housing options have been renovated or newly constructed since 2000.

Currently, there is infrastructure and renewal work underway or planned for Davis, Dickinson, and Lammers Halls.

²First-time, full-time Freshmen' is a slightly different population than 'full-time Freshmen,' which includes transfer and other non-first-time students who still maintain Freshmen status based on credits.

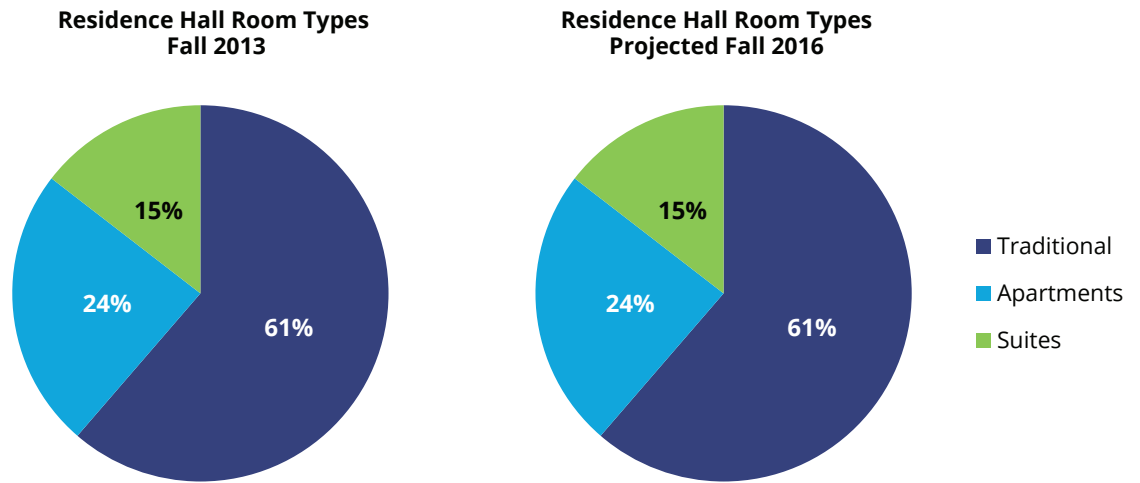
A complete listing of all Westfield State residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure 8L.)



Figure 8L

Residence Hall Room Types, Westfield State

Source: MSCBA, Fall 2014



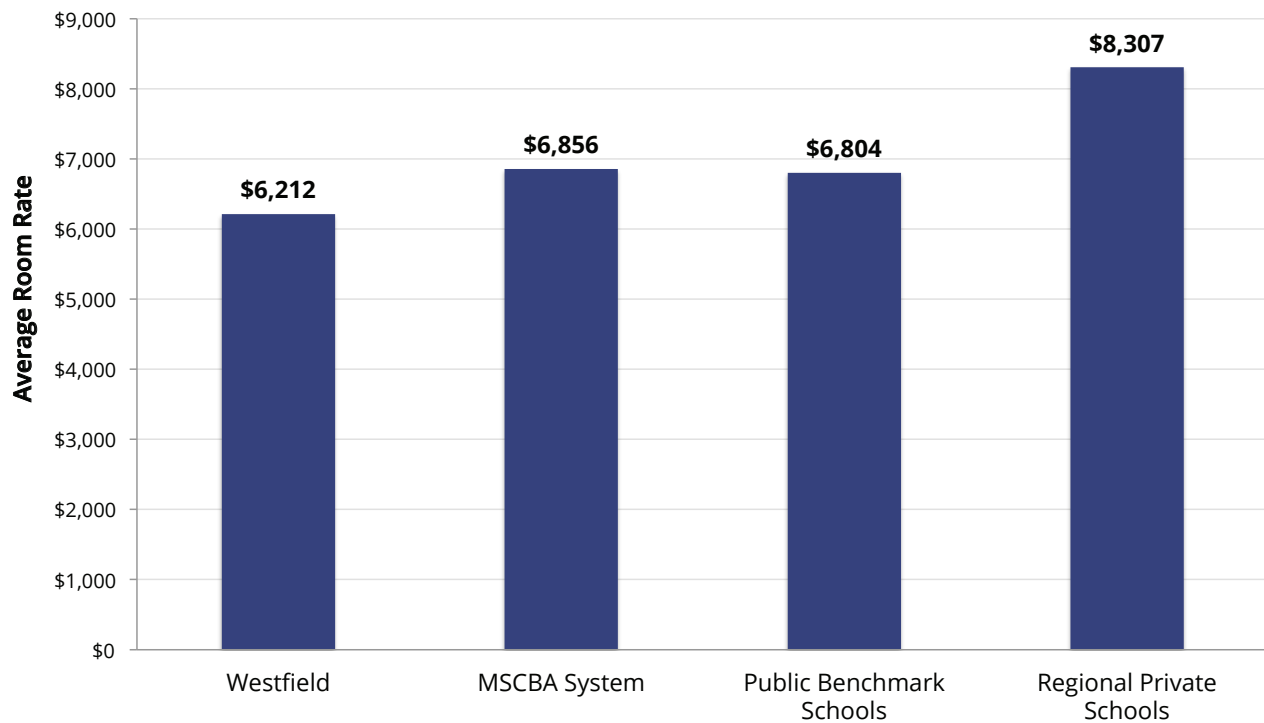
FALL 2014 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Westfield State is \$6,212 per year. This average cost is lower than all of its benchmarks: 9% less than the MSCBA average rent, 9% less than the public benchmarks, and 25% less than regional private universities. (See Figure 8M.)

Figure 8M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



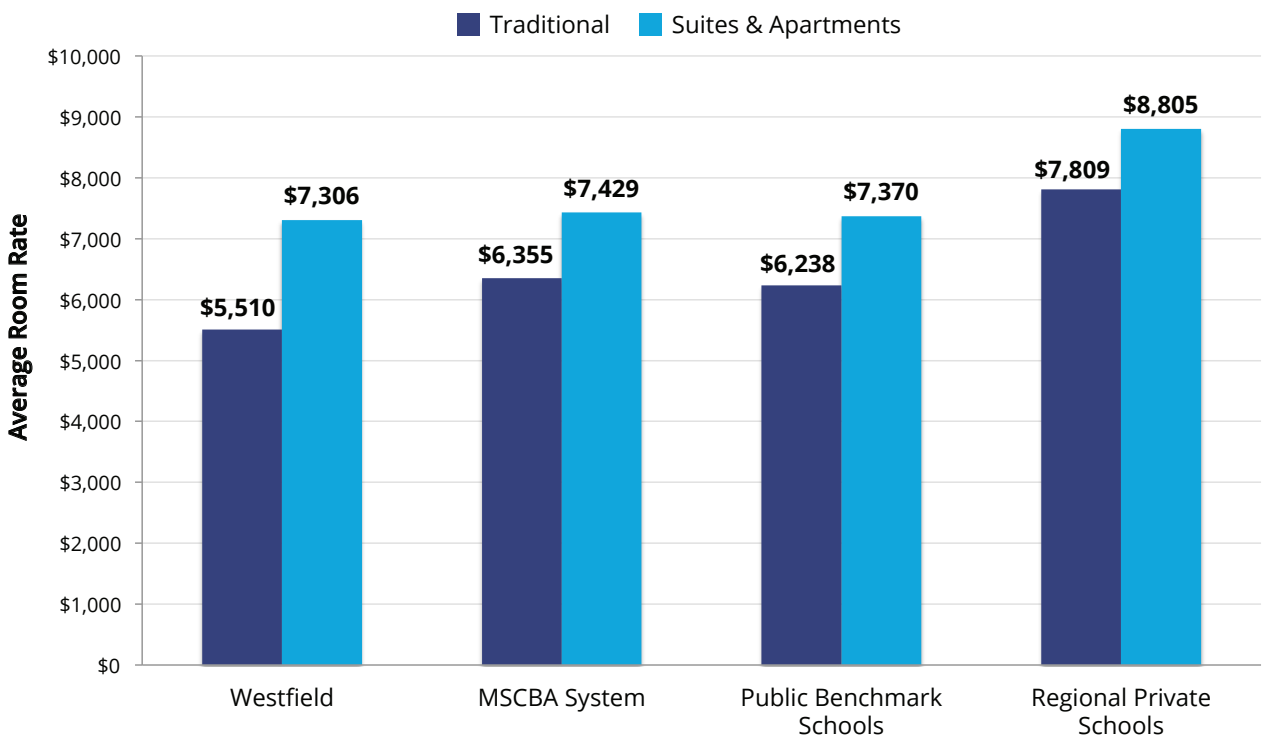
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. On-campus apartments and suites are 33% more expensive than on-campus traditional housing. Rents for both on-campus housing options are less than the average corresponding costs for traditional housing, and suites and apartments across the MSCBA, public benchmarks, and regional private schools. (See Figure 8N.)

Figure 8N

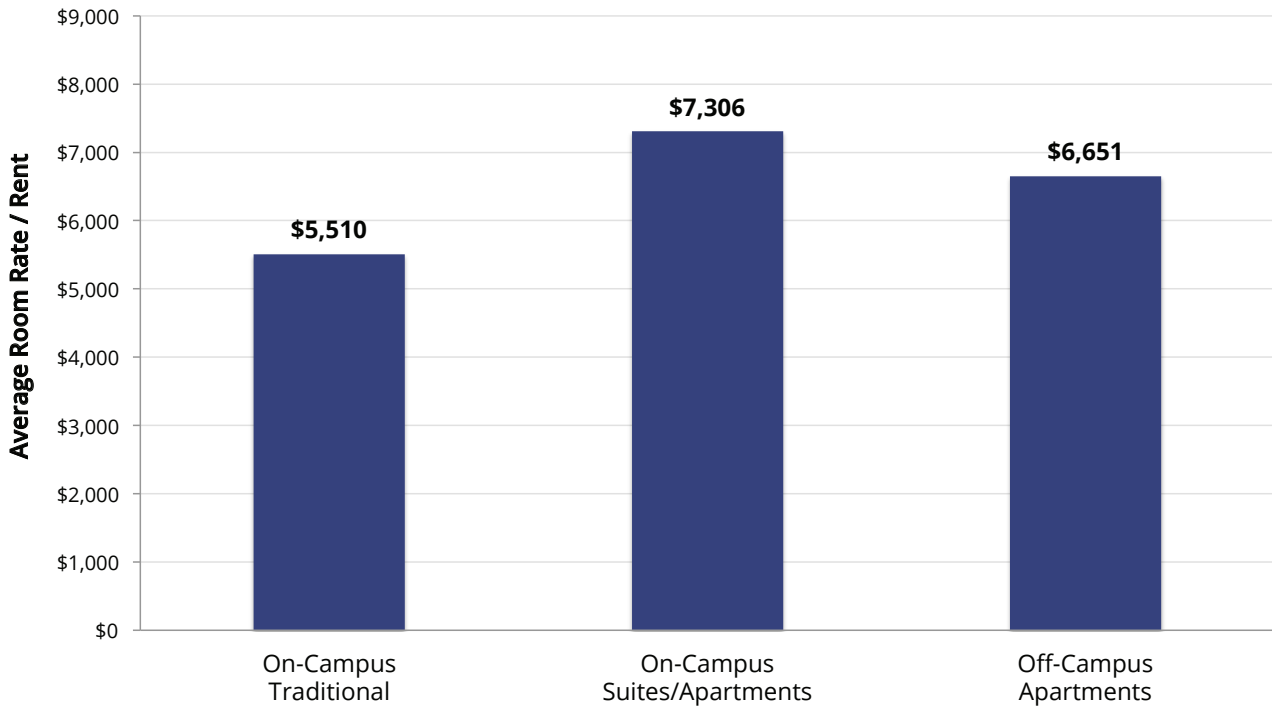
Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. Rents for Westfield State’s traditional double bedrooms are 17% lower than off-campus rents in the area surrounding Westfield State; however, on-campus apartments and suites are 10% higher than off-campus rents. One of the factors that may contribute to the difference between market rate and on-campus apartments and suites is that many of the off-campus units that are rented by students are bedrooms in private homes that are typically offered at lower rents than units in multi-family or apartment buildings. Even though costs for some on-campus housing choices are higher than off-campus, there is still high demand for on-campus housing due to the limited availability of off-campus units. (See Figure 8O.)

Figure 80**Average On-Campus Room Rate and Off-Campus 10-Month Rent, Westfield State, Fall 2014***Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014**Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.*

Off-campus housing options include multi-family apartments and bedrooms in single houses on Mechanic Street, Western Avenue (near to campus, not to downtown), and Main Street (downtown), and apartment complexes such as the Willows, Courtyard Square, and Southwood Acres.

Also to note, some local rental properties are made unavailable to university students; and the quality and safety of some of the available rental facilities are matters of concern.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Westfield State completed its Strategic Plan in 2012, which continues to emphasize programs aimed at fostering student success; expanding the University's recognition outside the Commonwealth; increasing the University's diversity; and revitalizing and developing its physical facilities. Goal 1 and Goal 2 that are outlined in the plan each have objectives that may have implications for housing.

Goal 1: Provide a University experience that prepares students for achievement in a complex and evolving global environment.

- 1.2. Expand Interdisciplinary Learning.
- 1.7 Expand Student Leadership Opportunities.
- 1.8 Increase Student Involvement in the Life of the University.

Goal 2: Develop a responsible and sustainable growth management strategy.

- 2.1. Implement Recommendations of 2012 Space Study.

The following section demonstrates some of the ways that Westfield State may be addressing these goals and objectives through current and future housing initiatives.

Figure 8P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed		Cost
Ely Campus Center	Fitness Center and Renovations	\$15,270,000
WSC Apartments	Roofing and Window Replacement	6,450,000
WSC Apartments	New Sprinklers and Fire Alarm	4,020,000
University Hall	New Housing Capacity (410 beds)	50,000,000
Davis Hall	Floor Plan Reconfiguration, Bathroom Replacement	7,275,500
2015: Projects Underway		
Dickinson Hall Renovations	Floor Plan Reconfiguration, Bathroom Replacement	7,600,000
Lammers Hall	Roof Replacement	950,000
2016 and Beyond: Future Projects Anticipated		
Lammers Hall	Kitchenette Upgrades	1,000,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Increased Housing Options. In Fall of 2015, Westfield State will introduce Living Learning Communities to a range of residence halls serving students from different classes. In the future, the Living Learning Communities may require new spaces within housing for its activity programming. The campus is also in preliminary discussions about developing a faculty-in-residence program, which would require faculty apartments within the residence halls.

POTENTIAL HOUSING INITIATIVES

Off-Campus Housing. The University currently houses approximately 200 of its students off-campus at Lansdowne Place. As the lease with Lansdowne will expire in 2021, planning for the students accommodated there will need to begin immediately. Options may include the University continuing to rent at this facility, requesting that MSCBA purchase it, or developing plans to replace the Lansdowne beds by building an addition to an existing residence hall.

Non-Residential Spaces in Housing. To provide a better student experience through housing, one goal would be to relocate any non-residential offices such as the Career and Counseling Center or Health services out of the residence halls. This would free up space for compelling amenity spaces such as a dance studio, game lounge, or student multipurpose spaces.

Technology. Technology needs may influence housing in many ways. One large goal would be to build the infrastructure to allow for excellent cell phone reception and private areas for phone calls. Several phone applications would be of use to students, including a “Laundry Link” application to allow students to monitor their laundry from afar, and a room access application. The fast pace of technology changes must be taken into account in determining whether these new technologies are both reasonable and affordable.

Accessibility. Dickinson, Davis, and Lammers residence halls are in need of elevators, and the Scanlon activity room needs to be renovated and made accessible with the elevator from the ground floor to the basement level.

Affordability. It is important to note that Westfield State is aware that their vision for new housing amenities must be balanced with keeping housing affordable for students.

Veteran's. As the campus increases its Veteran's Services, there may be a need for Veteran family housing.

POTENTIAL CAMPUS INITIATIVES

Parking. Currently, the campus has enough parking, but it is not in desirable places. One vision is to relocate parking from the inner campus to the edges of campus.

Dining. Westfield city community members also enjoy eating at the Westfield State Dining Commons. This, and other factors, make it desirable to expand the number of dining seats.

Art Gallery. Westfield State owns a downtown art gallery that is not currently generating revenue. With a small change of mission and space, the goal is for the art gallery to break even in cost.

Campus Center. Going forward, Westfield State might like to have a Campus Center that is truly focused on student needs.

V. SUMMARY

Committed to housing almost all of their first-time full-time Freshmen and a very high proportion of all students, Westfield State is strongly focused on their mission to provide a top student experience. An important priority is to provide accessibility by adding elevators in all residence halls. The University is also turning to the residential programs that will provide this experience, and the spaces that support them: living-learning programs, faculty-in-residence programs, residence hall amenities such as multi-purpose spaces, a student-centered campus center. Adding enriched programming and spaces must, however, be balanced with the students' needs for affordable student housing. Additionally, as the lease at Lansdowne Place, the off-campus student housing facility, expires in 2021, planning needs to commence on how to accommodate the approximately 200 students who reside there.



WORCESTER
STATE
UNIVERSITY

WORCESTER STATE UNIVERSITY: 2013 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,447
Undergraduate Student Enrollment	5,556
Full-Time Enrollment	4,115
Part-Time Enrollment	1,441
Graduate Student Enrollment	891

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Immediate Geographic Area (County) <i>In-State Students</i>	70%
From Massachusetts	95%
From Out-of-State	3%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	90%
Male	41%
Female	59%
Minority <i>Students with Known Race/Ethnicity</i>	21%
Asian	4%
Black	5%
Hispanic	8%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	44%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	80%
6-Year Graduation Rate, 2006 cohort First-Time, <i>Full-Time Undergraduates</i>	51%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	30%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent, Fall 2013	103%
Design Capacity, Fall 2013	1,177
Actual Occupancy, Fall 2013	1,215
Design Capacity, Fall 2014 <i>Includes New Beds¹</i>	1,577

RENTS

Average On-Campus Rent, Fall 2014	\$7,457
Average Off-Campus Rent, Fall 2014	\$8,902
Average Public Benchmark Schools Rent, Fall 2014	\$7,678
Average Regional Private Schools Rent, Fall 2014	\$8,384
Average MSCBA System Rent, Fall 2014	\$6,856

¹ Sheehan Hall, a new 400-bed dorm, opens in Fall 2014.

Map 9A

Campus Map - Worcester State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY

Established in 1874, Worcester State University is a four-year liberal arts university with a traditional emphasis on education, business, and biotechnology. The Graduate School began offering advanced degrees in 1974 and has since earned a reputation for academic excellence in traditional and emerging fields of study. The Princeton Review ranks Worcester State University one of the nation's "Best Value Colleges." Worcester State is the only Massachusetts State University to earn "Best in the Northeast" for 11 consecutive years.

Worcester State grants Bachelor of Science, Bachelor of Arts, and Bachelor of Science in Nursing degrees in 55 disciplines. At the graduate level, the University grants Master of Science, Master of Arts, Master of Science in Nursing, Master of Education, and Certificate of Graduate Studies degrees in 31 disciplines.

CAMPUS PHYSICAL DEVELOPMENT

The Worcester State campus is a compact 58 acres nestled in the residential northwest side of Worcester, Massachusetts. The surrounding area has a largely suburban character, with single-family houses interspersed by larger community buildings. Worcester State maintains a friendly relationship with its residential and institutional neighbors, and the campus is hemmed in on all sides by houses, public playgrounds, and other community functions.

A principal regional roadway connects Worcester State to the city's urban core, and to communities north and west of the city. Two neighborhood arterials connect the campus to other West Side neighborhoods.

Due to strong growth in the full-time undergraduate population, Worcester State planned its new residence hall, Sheehan Hall, to provide 400 beds of housing and 600 dining seats. Sheehan Hall is scheduled to open in Fall 2014.

II. STUDENT BODY

ENROLLMENT

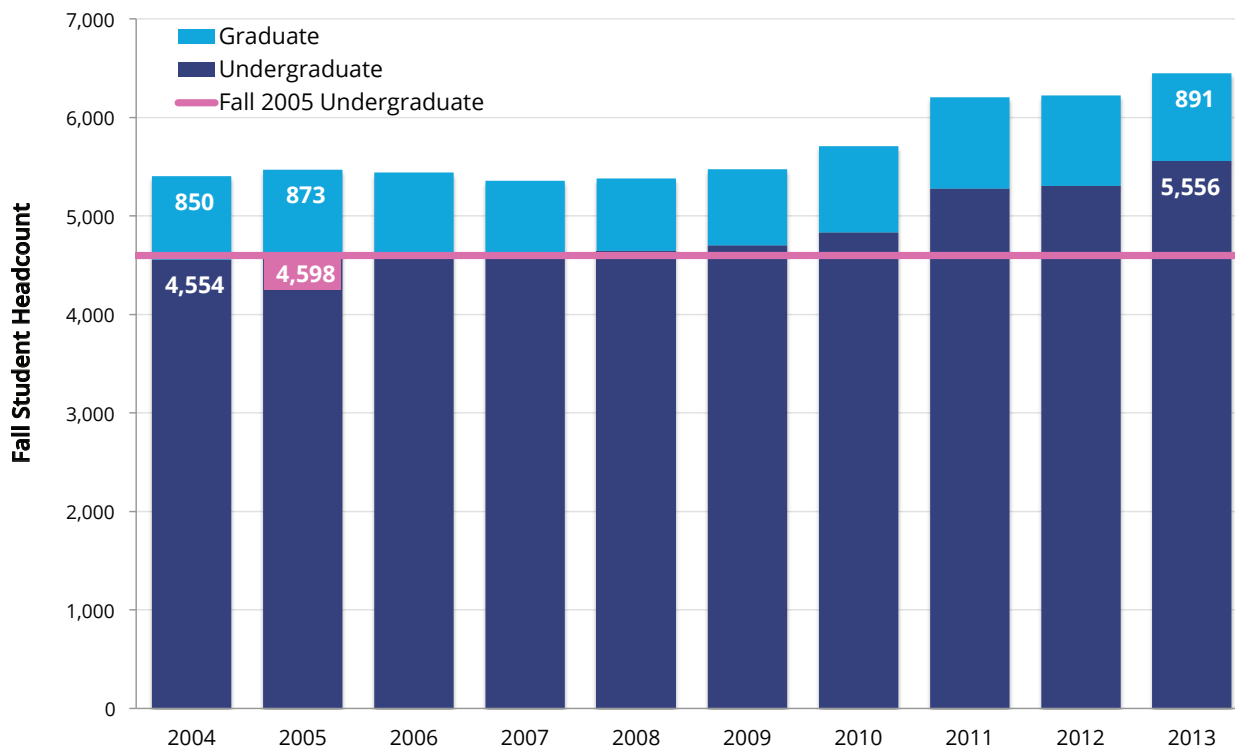
Overall Enrollment. Worcester State's Fall 2013 overall enrollment of 6,447 students is an all-time high for the campus, and 19% greater than it was 10 years ago in Fall 2004. During the last decade, the undergraduate population increased significantly (22%), or more than 1,000 students. The graduate student population grew modestly over the decade (5%). (See Figure 9A.)

Worcester State anticipates little or no future growth at the undergraduate level, but has an institutional goal to grow its graduate student population. In order to keep the undergraduate population level in the face of challenging regional demographics, Worcester State will focus on increasing student retention.

Figure 9A

Student Enrollment, Worcester State, Fall 2004-2013

Source: Mass DHE Linear Trends Report, Spring 2014



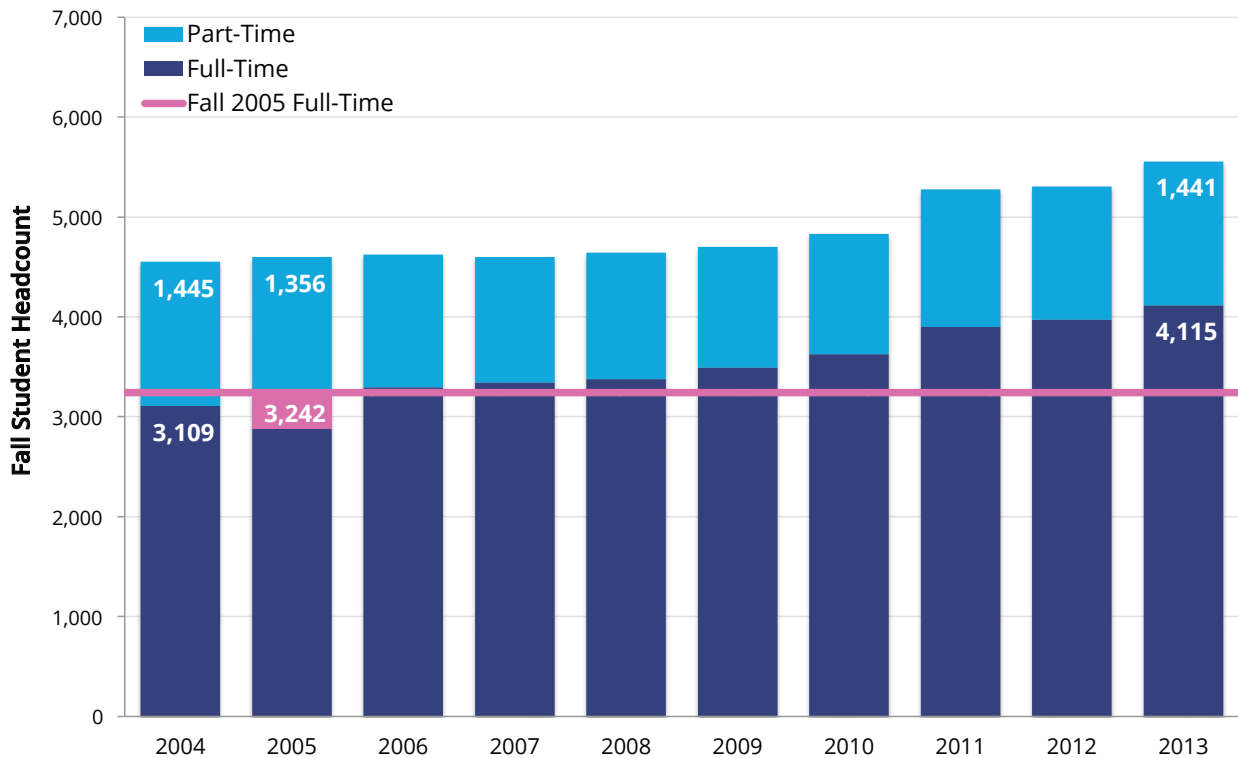
Undergraduate Enrollment. In Fall 2013, Worcester State enrolled 5,556 undergraduate students. The number of full-time undergraduates grew 32% over the past decade (1,006 students), while the part-time population stayed about the same. The proportion of undergraduate students who were full-time began to grow in 2009 and now fluctuates between 74% and 75%. Worcester State’s significant undergraduate growth precipitated the need for an increase in the quantity of on-campus housing, leading to the building of Sheehan Hall for Fall 2014. (See Figure 9B.)

Worcester State’s significant undergraduate growth precipitated the need for an increase in the quantity of on-campus housing, leading to the building of Sheehan Hall for Fall 2014.

Figure 9B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Worcester State, Fall 2004-2013

Source: Worcester State University, Fall 2014



DEMOGRAPHIC INFORMATION

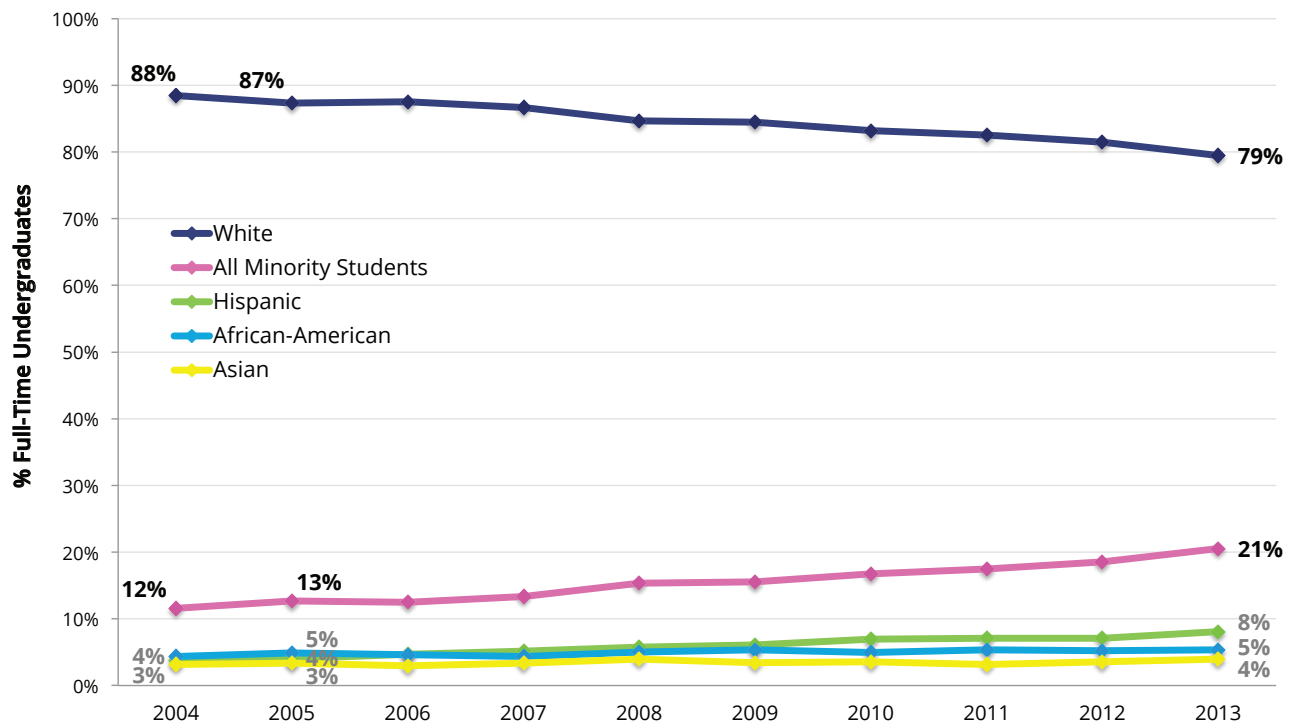
Student Body Composition. Traditional-aged students (18-24) constitute the majority of Worcester State's undergraduate enrollment. In Fall 2013, the full-time undergraduate population is 59% female.

The overall proportion of full-time undergraduates who are minority students has been growing strongly over the last decade, from 12% in Fall 2004 to 21% in Fall 2013. The proportion of full-time undergraduates who are Hispanic has doubled over the past decade from 4% to 8%. While private universities, Community Colleges, and other State Universities are all battling for the Hispanic student population, the local demographics show fewer Hispanic students reaching college age. (See Figure 9C.)

Figure 9C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Worcester State, Fall 2004-2013

Source: Mass DHE Special Calculation, Fall 2014



Note: 'All Minority Students' includes American Indian or Alaskan Native students and students of 2 or more races as well as African-American, Asian, and Hispanic students.

Geographic Distribution. Worcester State draws 95% of its full-time undergraduate student body from Massachusetts, with 70% coming from Worcester County. 3% of full-time undergraduate students come from other states besides Massachusetts, and 1% come from other countries. It is a presidential goal to increase the number of international students. (See Map 9B and Figure 9D.)



Map 9B

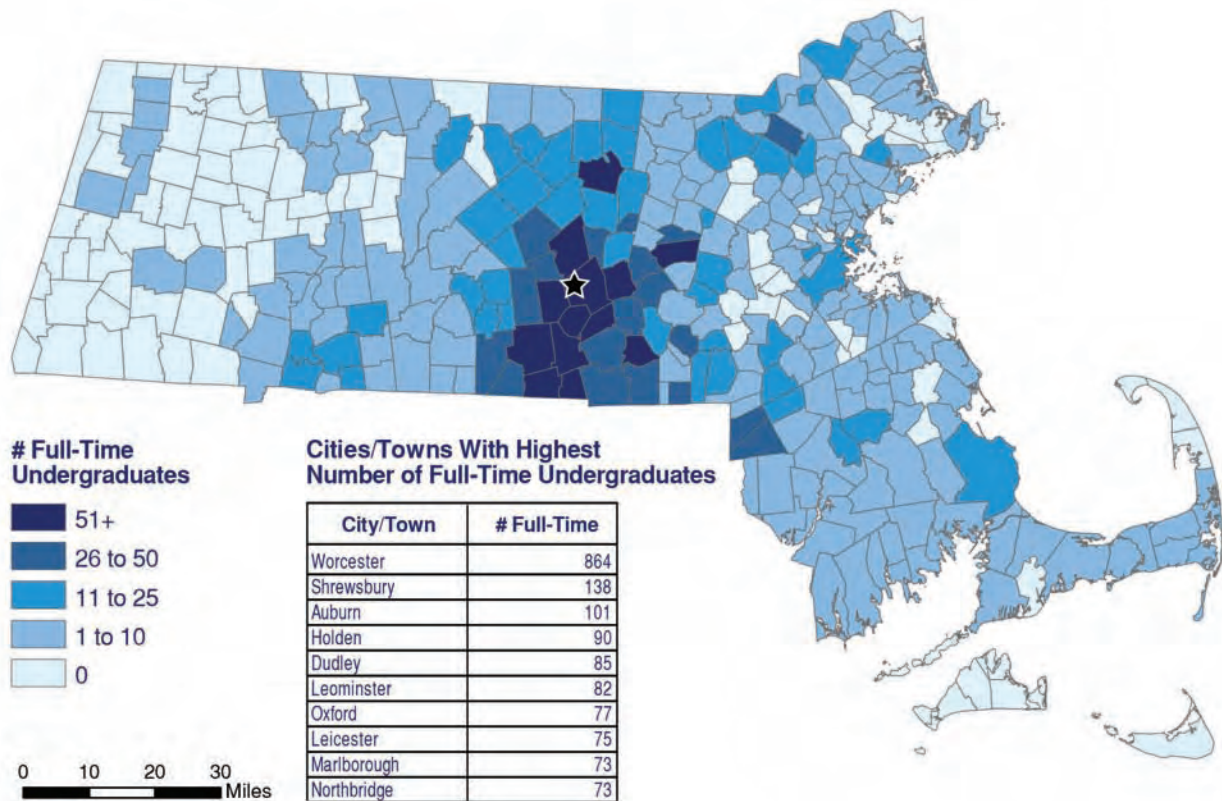
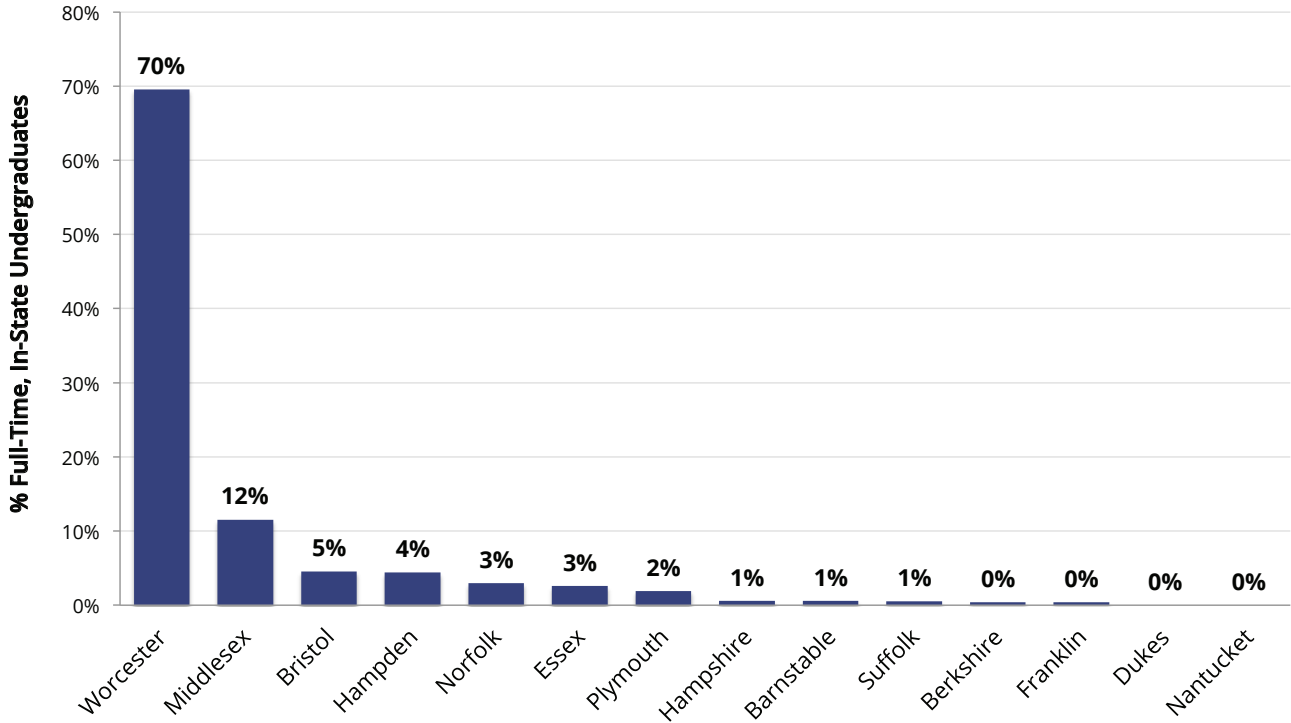


Figure 9D

Counties of Residence of Full-Time, In-State Undergraduate Students, Worcester State, Fall 2013

Source: Mass DHE Special Calculation, Fall 2014



Note: Will not add to 100% due to rounding.

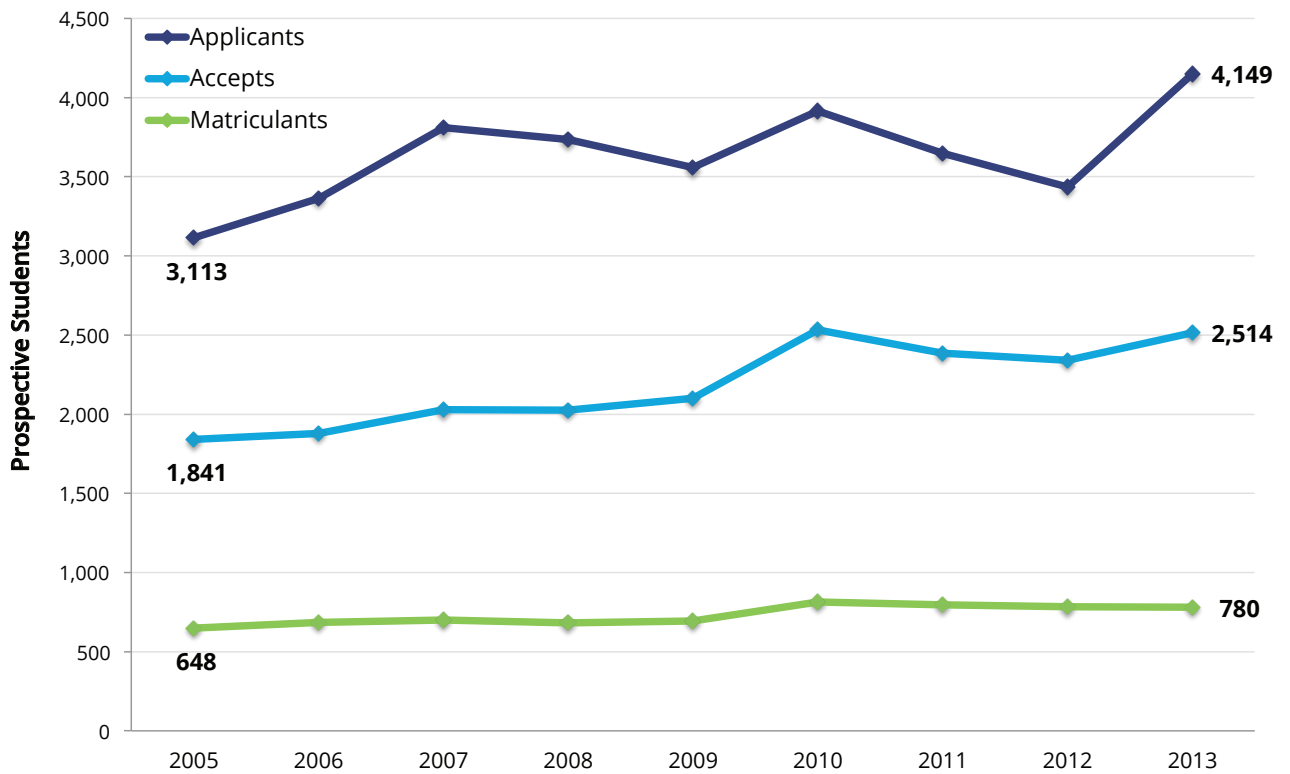
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Worcester State's first-time Freshman applications rose by over 1,000 students throughout the decade, reaching 4,149 applications in Fall 2013. The number of first-time Freshman matriculants grew 20% throughout the decade, and in Fall 2013, 780 are enrolled. (See Figure 9E.)

Figure 9E

First-Time Freshman Admissions, Worcester State, Fall 2005-2013

Source: Worcester State University, Fall 2014

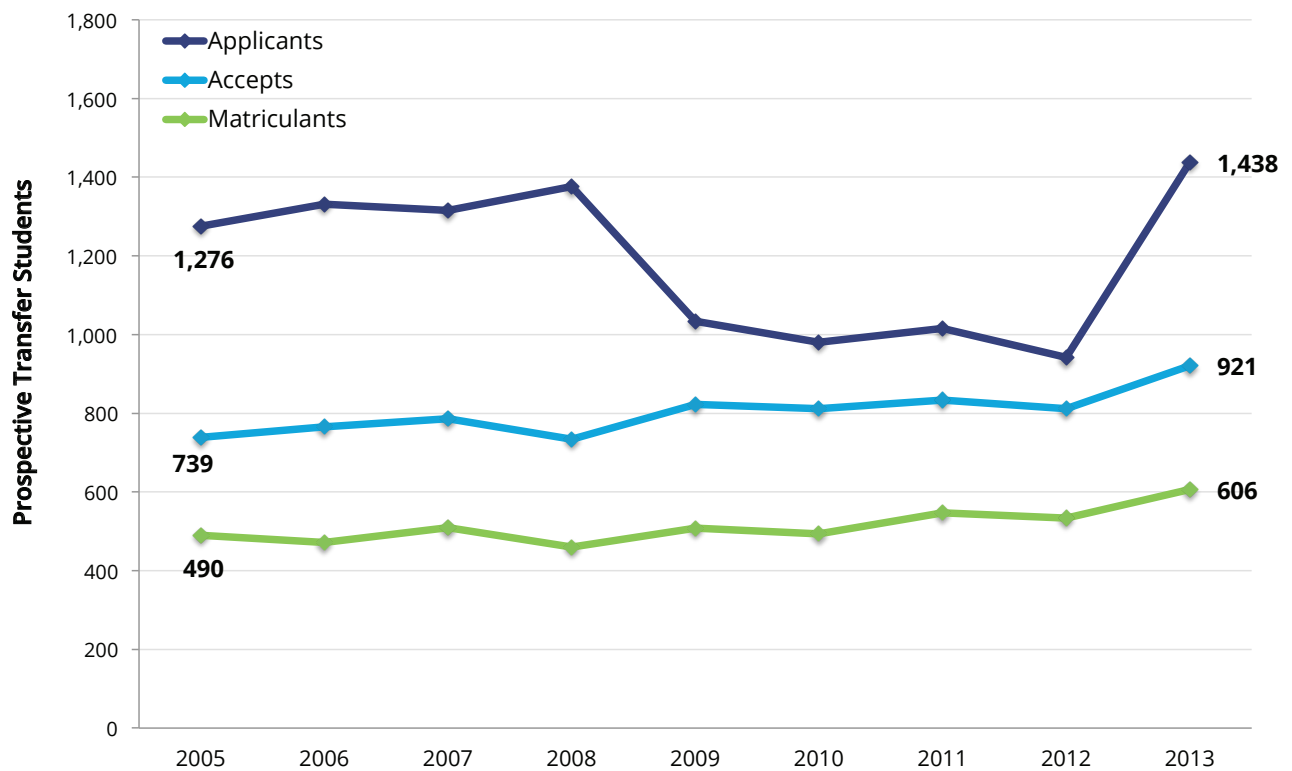


Transfer Admissions. The total number of transfer applications strongly increased in Fall 2013 to 1,438. Starting in 2011, the number of enrolled transfer students has also increased. Roughly 35% of the 606 transfers in 2013 come from neighboring Quinsigamond Community College, with an additional 22% from other state community colleges. The University is currently actively pursuing opportunities for new transfer agreements. (See Figure 9F.)

Figure 9F

Transfer Admissions, Worcester State, Fall 2005-2013

Source: Worcester State University, Fall 2014



Recruitment and Retention. In 2011, Worcester State's retention rate for first-year students rose to 80% and has since remained at that level. The six-year graduation rate has risen to 51%. The University has an ambitious goal to bring the graduation rate up to 56% within the next several years.

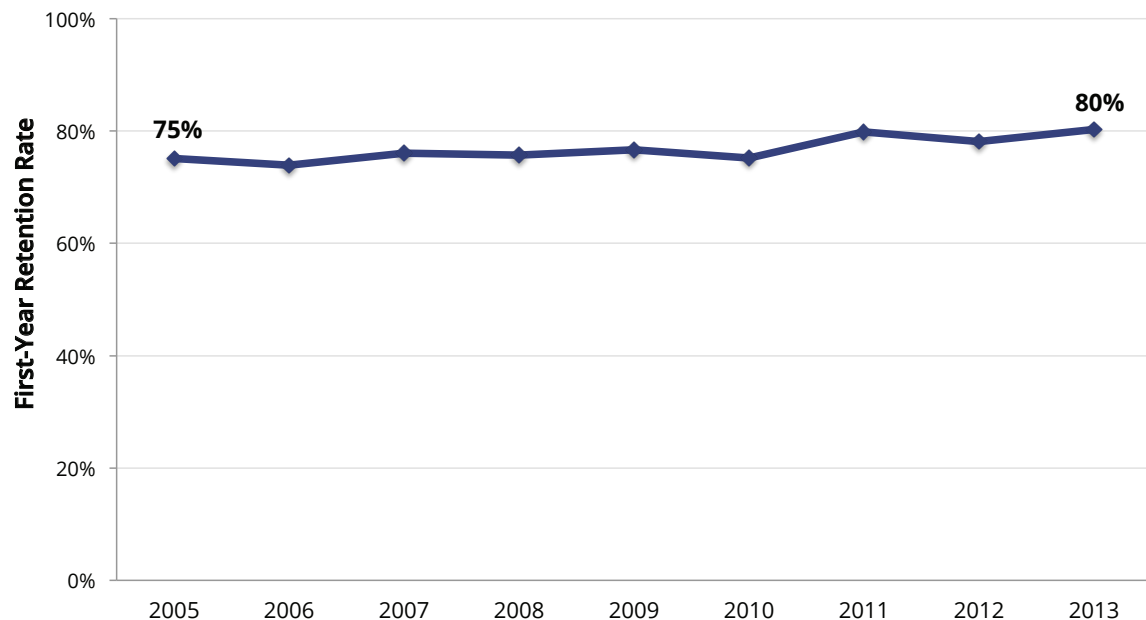
To support its goal to improve retention, Worcester State launched Starfish, an electronic early alert software system, in Fall 2012. Funding for this persistence and retention software came from "The Most Important Person on Campus: Data-Driven Collaborative Approaches to Improve Advising, Retention, and College Completion of At-Risk Students," a Department of Higher Education Vision Grant. Also included in this grant award were funds to establish a Drop-In advisor in the Academic Success Center and the creation of a new position, The Director of Retention. Both positions work across divisions at the institution to continue to help students persist from semester to semester on through to graduation.

In addition to implementing academic and administrative programs, Worcester State is addressing the issues of recruitment and retention through the construction of new housing. In the past, students placed on a housing waitlist were less likely to choose to attend (measured both through lower yield and higher admissions 'melt'). One administrator quoted that "students expect beautiful," and Sheehan Hall and other new campus buildings, such as the Wellness Center, provide the structures that appeal to and attract students. National data also indicates that residential students are retained at a higher rate than non-residential students. (See Figure 9G.)

Figure 9G

First-Time, Full-Time Freshman Retention Rate, Worcester State, Fall 2005-2013*

Source: Mass DHE Linear Trends Report, Spring 2014



*Note: The data for each year reflect the percentage of the previous year's first-time, full-time freshmen who returned to campus.

III. HOUSING

STRATEGIC POSITIONING

As part of its strategic efforts to improve student retention, Worcester State University will open a new residence hall (Sheehan) for the Fall 2014 semester, adding 400 beds to the campus. The campus has thus transitioned from a largely commuter school to one with a significant portion of resident students: our residential population in 2000 was less than 20%, and today it is nearly 40%.

The additional beds addressed a waiting list we had experienced for several years, and will allow the university to guarantee housing for a minimum of three years to support a new enrollment management plan aimed at attracting and keeping students from beyond commuting distance and keeping students connected to campus to help us meet retention and graduation goals.

Worcester State will use the year ahead to evaluate current and future housing needs. For the first time in recent history, all housing waitlists were exhausted prior to July. Also, the University would like to examine the long term viability of its first housing complex, Chandler Village.

- Adrian Gage, Director of Residence Life and Housing, Worcester State University, September 2014

DEMAND

Throughout the decade, Worcester State has had more demand for housing than they can accommodate. Their main priority for housing has been Freshmen and Sophomores, with a certain number of spaces reserved for athletes. Students who live a distance from campus and would not be able to attend without housing are reviewed for priority housing on a case by case basis. Most Juniors and Seniors find housing off-campus, although those who apply to live on-campus will usually be able to move from the wait-list to on-campus housing.

In Fall 2014, Worcester State will open its housing to graduate students in order to fill its beds. This policy will be carefully monitored and evaluated and may or may not continue in the following year. Offering a more robust Graduate Assistant program within housing may also support the University's goal to increase graduate student enrollment.

If housing continues to be undersubscribed, the University may also consider developing a program to house 20 or more students from neighboring Quinsigamond Community College. Another idea may be to develop specialty housing for non-matriculated students, for example, those attending the Intensive English Language Institute (IELI).

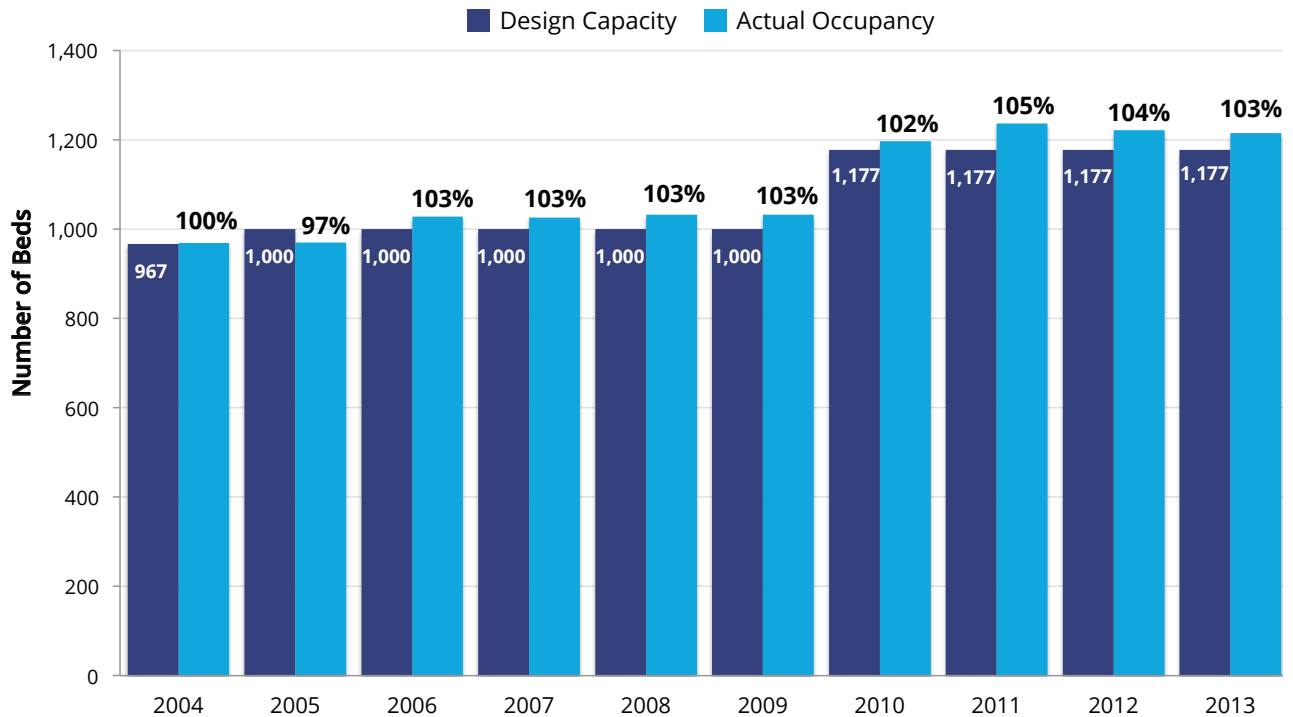
Worcester State has seen an increased demand for 12-month housing from its small population of international students who require housing during both winter and summer breaks.

Occupancy. Since Fall 2006, occupancy has been at 103% or higher. Waitlist numbers for housing have ranged from 300 to 500 students per year, and have included a mix of first-year students, returning residents, and commuters. The opening of Sheehan Hall in Fall 2014 should alleviate this pressure. (See Figure 9H.)

Figure 9H

Housing Occupancy, Worcester State, Fall 2004-2013

Source: MSCBA, Fall 2014



Summer Housing. Worcester State residence halls get heavy usage in the summer with conferences, summer research programs, and bridge programs.

Other Housing Topics. New for Fall 2013, the University will have upperclass honors housing, and, in Fall 2014, Sheehan Hall will host several living-learning communities in addition to providing common spaces for the entire student body and not just for its residents. The University has plans to develop up to eight different living-learning communities for Fall 2015.

Another new trend, beginning in Fall 2014, will be to provide coed bathrooms in certain housing units, as well as single-use gender-free bathrooms.

The University feels that large outdoor spaces for recreation and programming are important to campus engagement. The new patio between Sheehan Hall and Wasylean will expand the number of campus green spaces.

ON-CAMPUS STUDENT HOUSING PROFILE

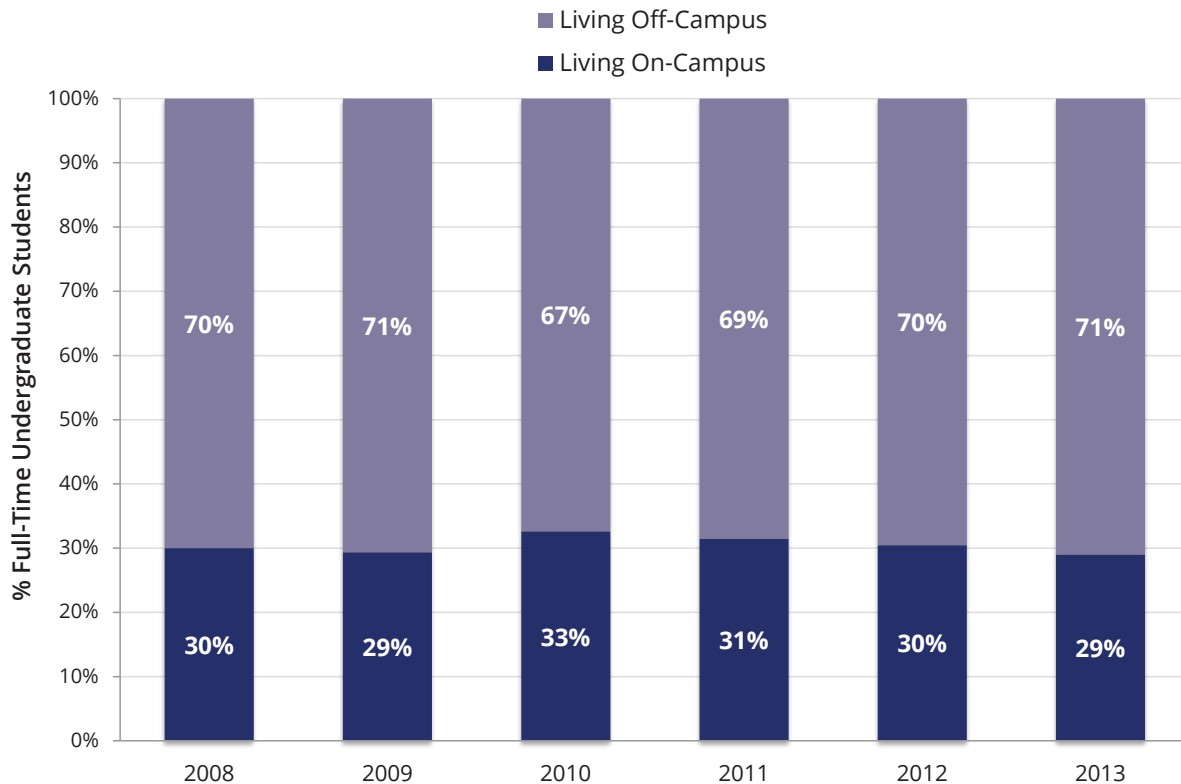
Worcester State does not currently have a housing requirement, nor does it guarantee housing for its current residents. With the opening of Sheehan Hall in Fall 2014, the University will provide a three-year guarantee of housing.

Full-Time Undergraduates. The percentage of full-time undergraduates living on campus has remained fairly constant over the last five years; in Fall 2013, 30% of the 4,115 full-time undergraduate students live on campus. Going forward, the anticipated occupancy of Sheehan Hall in 2014 will bring the percent of full-time undergraduate students housed up to 41%, and Worcester State will then be close to its goal of housing 50% of its Fall 2005 full-time undergraduate student population. (See Figure 9I.)

Figure 9I

Worcester State: Housing Situation of Full-Time Undergraduate Students, Fall 2008-2013

Source: Worcester State University, Fall 2014

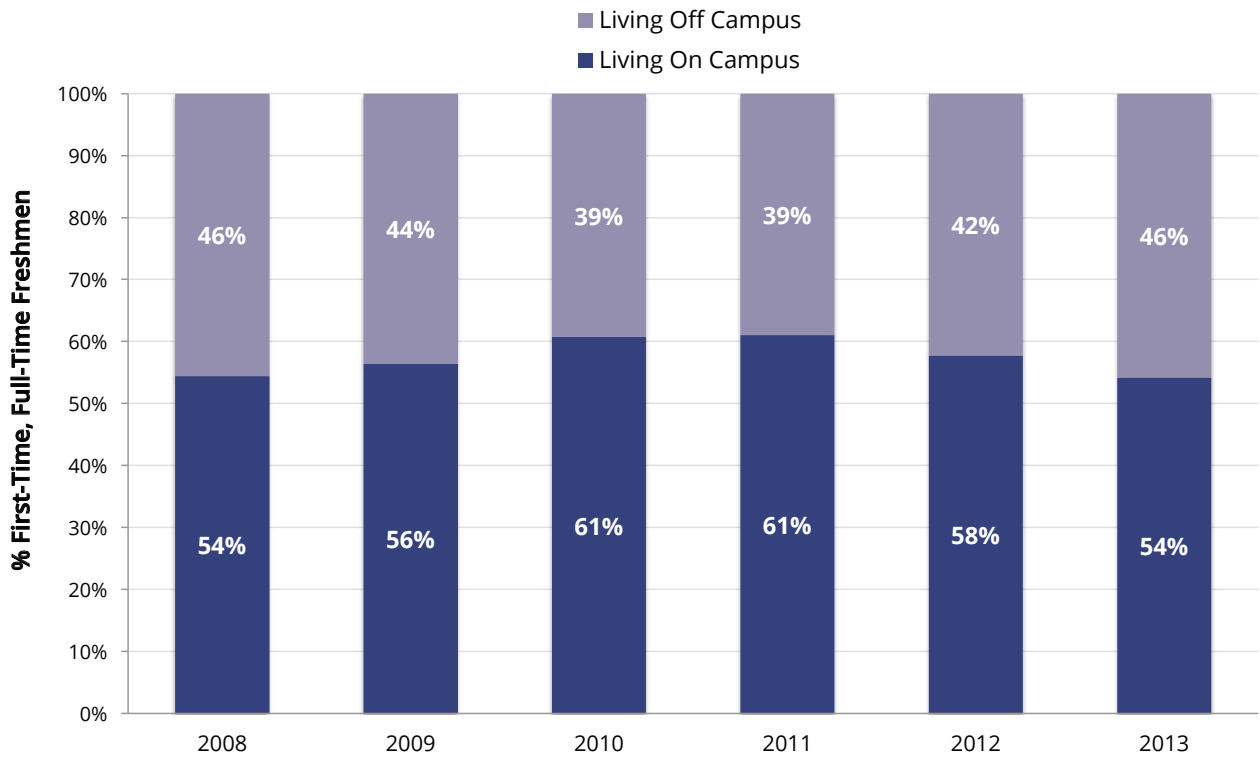


First-Time, Full-Time Freshmen. In Fall 2013, slightly more than half (54%) of first-time, full-time Freshmen live on campus. Between 2008 and 2013, the percent of first-time, full-time Freshmen housed has increased and then decreased again, reversely related to the growth of the number of Freshmen. This percent is expected to change dramatically again in Fall 2014 with the opening of Sheehan Hall. (See Figure 9J.)

Figure 9J

Worcester State: Housing Situation of First-Time, Full-Time Freshmen, Fall 2008-2013

Source: Worcester State University, Fall 2014

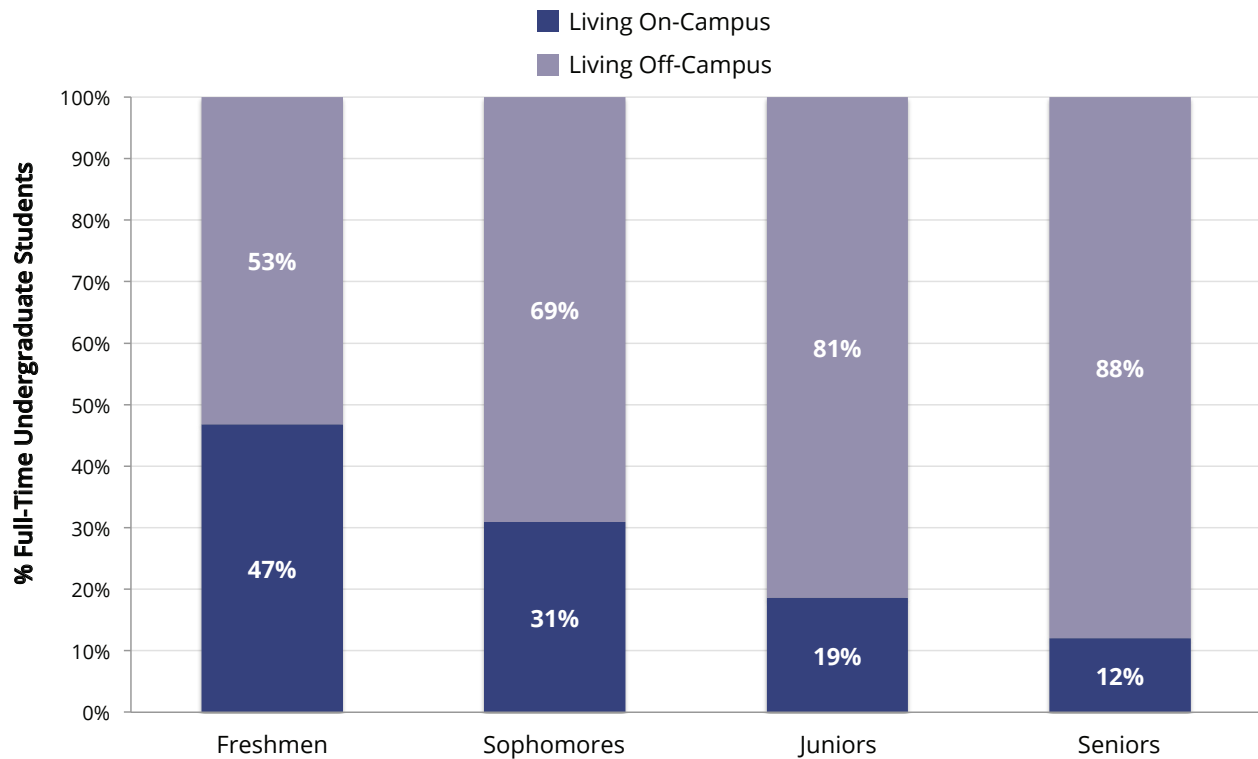


Full-Time Undergraduates by Class. The percentage of full-time undergraduates² living on campus in Fall 2013 is lower for each subsequent class. While 54% of first-time, full-time Freshmen live on campus in Fall 2013 (Figure J), only 47% of all full-time Freshmen, which include transfer students and other second-year students with Freshman status, live on campus. (See Figure 9K.)

Figure 9K

Housing Situation of Full-Time Undergraduate Students by Class Year, Worcester State, Fall 2013

Source: Worcester State University, Fall 2014



²First-time, full-time Freshmen is a slightly different population than 'full-time Freshmen,' which includes transfer and other non-first-time students who still maintain Freshman status based on credits.

HOUSING PORTFOLIO

Worcester State’s housing stock consists of older traditional housing, including Dowden Hall which was expanded by 167 beds in 2010, and newer apartment style housing in Wasylean Hall, which provided 348 additional beds when completed in 2004. To add greater diversity to the housing portfolio, the 400-bed Sheehan Hall will be designed as semi-suites.

The University’s older housing has been upgraded, but will require further updates in the next five years.

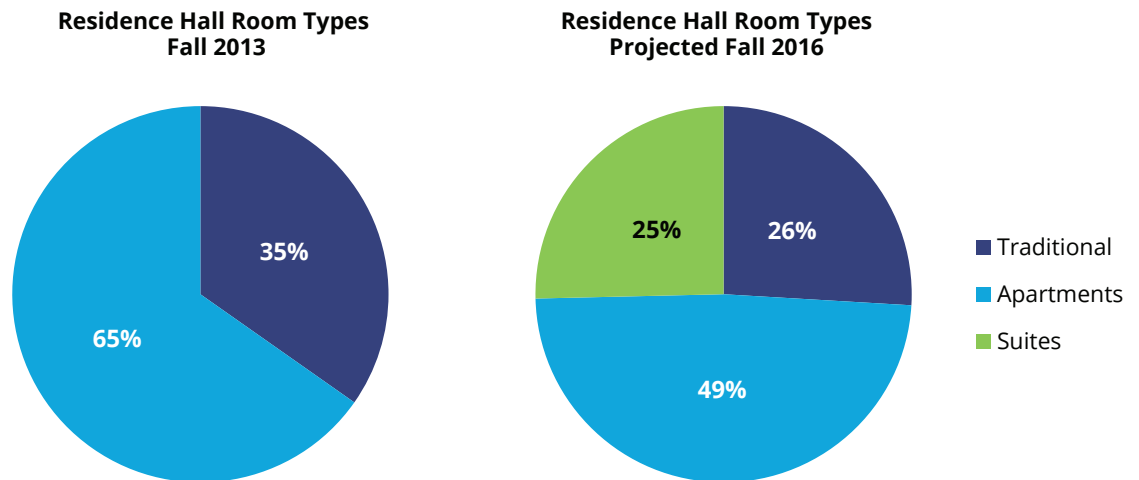
A complete listing of all Worcester State residence halls, including information on construction and renovation dates, square footage, room styles, and their costs, is included in the Appendix. (See Figure 9L.)



Figure 9L

Residence Hall Room Types, Worcester State

Source: MSCBA, Fall 2014



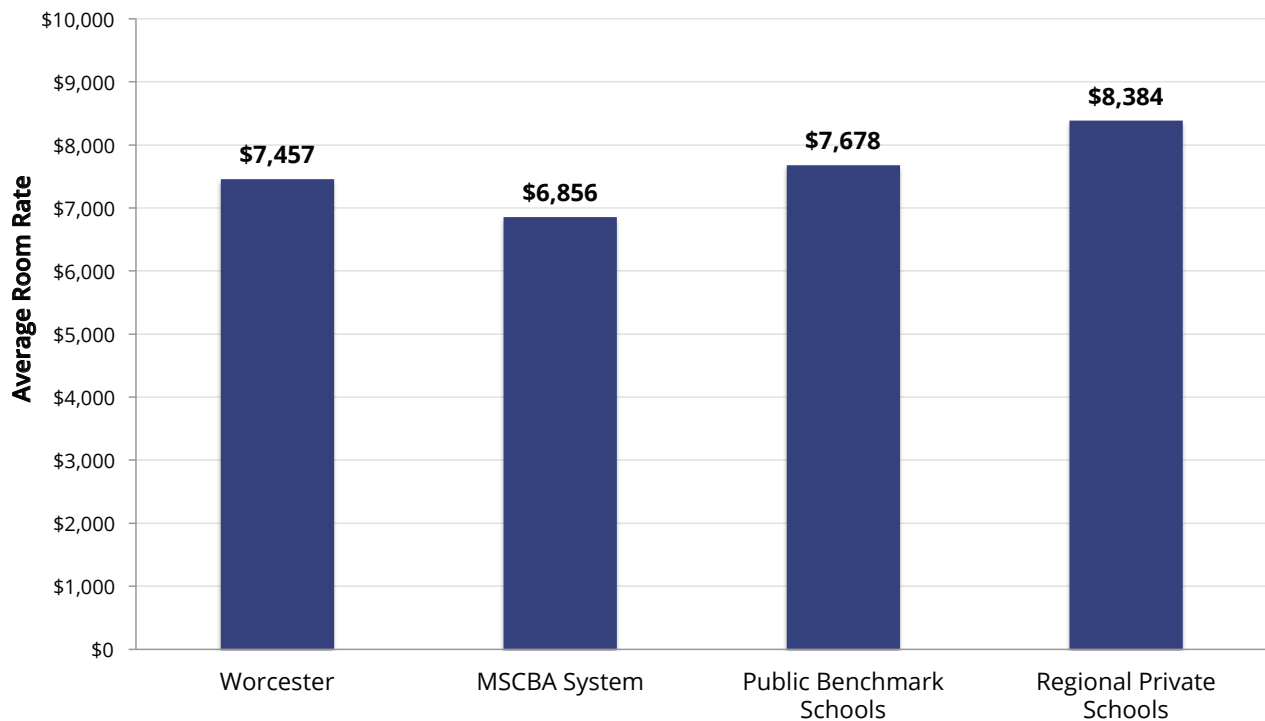
FALL 2014 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Worcester State is \$7,457 per year. This figure is 9% greater than the MSCBA average rent, 3% less than its public benchmarks, and 11% less than that of the regional private benchmarks. (See Figure 9M.)

Figure 9M

Average Room Rate, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014



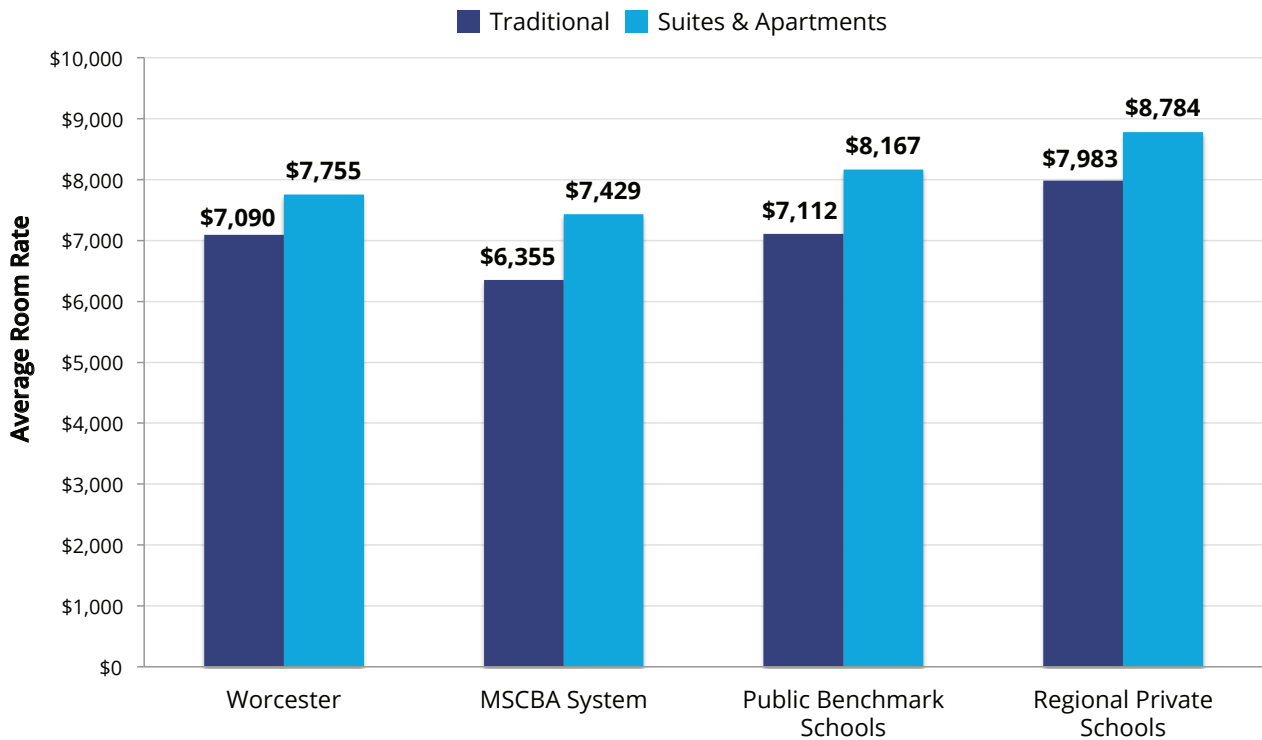
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. Worcester State's on-campus apartments and suites are 9% more expensive than on-campus traditional housing. Rents for both on-campus housing options are slightly more expensive than average corresponding costs for the MSCBA, and slightly less expensive than the averages for public and private benchmarks. On-campus apartments and suites cost 4% more than the MSCBA average, 5% less than the public benchmarks, and 12% less than the regional private benchmarks. (See Figure 9N.)

Figure 9N

Average Room Rate, Fall 2014: Traditional vs. Suites and Apartments

Source: MSCBA, Fall 2014; university websites, Summer 2014



Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

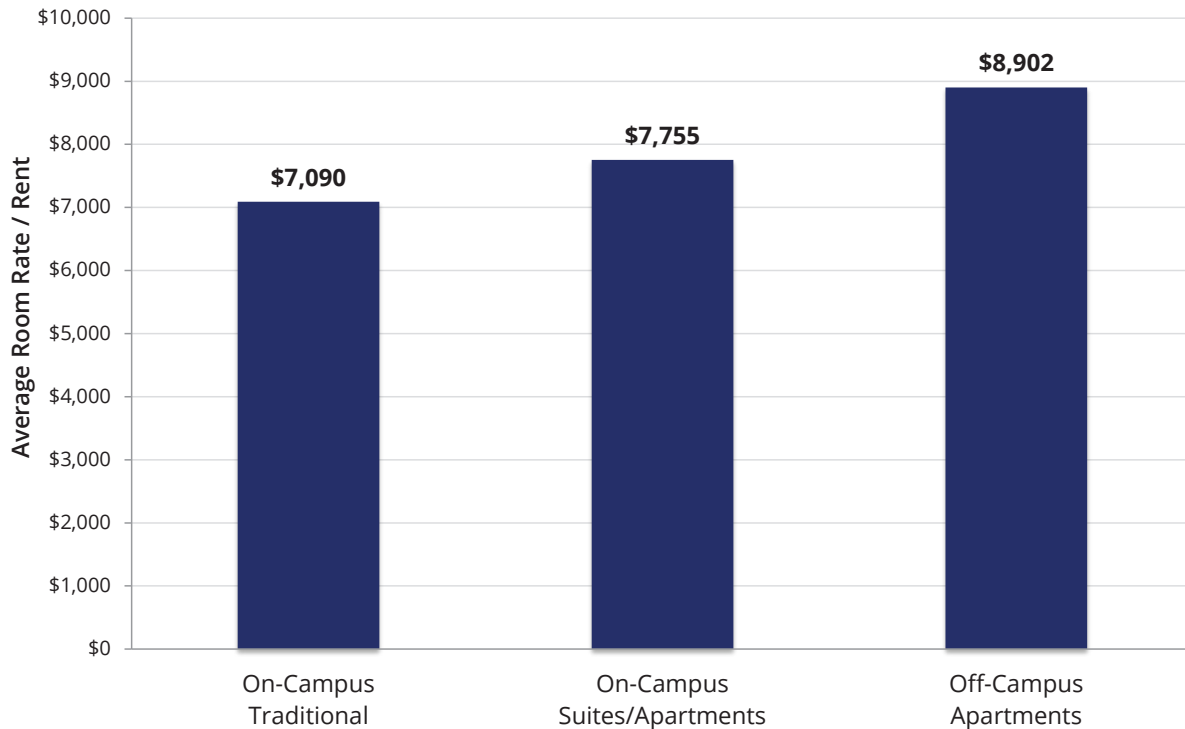
Off-Campus Housing. On-campus rents are 13% lower than average rents for off-campus apartments and suites in the area surrounding Worcester State, based on real estate listings available in July 2014.

Off-campus housing is available in a good cross-section of types but supply is limited. Off-campus neighborhoods include West Side (the neighborhood surrounding Worcester State), Tatnuck Square, and the Shrewsbury Street area. (See Figure 90.)

Figure 90

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Worcester State, Fall 2014

Source: MSCBA, Fall 2014; university websites, Summer 2014; market analysis, Summer 2014



Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT

Worcester State's completed 2015-2020 Strategic Plan promotes learning that extends beyond the walls of the classroom. A key focus of the plan is community and campus life with a goal "to cultivate a vibrant campus life and a collaborative work and learning environment in which all members of the WSU community feel welcomed, included, respected, empowered, and valued..." Several strategies to meet this goal specifically relate to residential life programming and housing.

Strategies include:

- Increasing options for all students to participate in campus life outside the classroom.
- Establishing living-learning communities in the residence halls and more student gathering spots throughout campus.
- Creating more opportunities for informal interaction among students, faculty, and alumni and between senior administrators and the rest of the campus community.

The following section demonstrates some of the ways that Worcester State may be addressing these goals and objectives through current and future housing initiatives.

Figure 9P

MSCBA Projects

The table below lists recently completed projects, those currently underway and those anticipated to be completed in the next few years, including their cost.

2012-2014: Projects Completed

		Cost
Dowden Hall	HVAC for Study Rooms	\$634,000
Wasylean Hall	Envelope Maintenance	500,000
Chandler Village Apts	RD Apartment, Lounge Furniture	585,000
Sheehan Hall	New Residence (400 Beds) and Dining Hall (600 seats)	62,766,910

2015: Projects Underway

Chandler Village Apts	Fire Escape Maintenance & Furniture	500,000
------------------------------	-------------------------------------	---------

2016 and Beyond: Future Projects Anticipated

Dowden Hall	Elevator Replacement/Corridor Lighting	500,000
Chandler Village Apts	Domestic Hot Water Improvements	250,000
Wasylean Hall	Chiller Replacement	300,000

INITIATIVES

Campus officials mentioned the following housing initiatives, as well as potential future housing and other campus initiatives.

CURRENT HOUSING INITIATIVES

Sheehan Hall, which includes 400 beds as well as dining, will open in Fall 2014. Other projects planned or underway include maintenance and renovations for Dowden, Wasylean, and Chandler Village. Chandler Village will also receive new furniture and a Resident Director apartment.

POTENTIAL HOUSING INITIATIVES

In general, the University's older housing will require further updates in the next five years. The University has strong interest in examining the long term viability of its first housing complex, Chandler Village. If the University will continue to utilize Chandler Village, there is strong need to provide a common space that can support large group resident activities.

The University would also like to develop a strategy for spaces to make commuter students feel more connected to campus.

POTENTIAL CAMPUS INITIATIVES

With the main dining in the student center moving to Sheehan Hall in Fall 2014, the former dining space will be repurposed. The University also plans to assess whether there is continued need for the Coffee Shop in Wasylean Hall.

Parking on campus is prioritized for commuters, and while there is ample offsite parking which is secure and available to student residents, student residents are unhappy with the distance. The previous Master Plan suggested the need for two garages, but it was determined that only one should be built. Parking needs should continue to be studied.

Facilities staff would like to see a building by building analysis of preventative maintenance, as well as a plan to regularly conduct the needed work.

V. SUMMARY

The ability to house a higher proportion of undergraduate students that will ensue when Sheehan Hall is completed will be the beginning of a culture change at Worcester State. Worcester State plans to turn its focus from building new beds to the programmatic aspects of developing and administering a topnotch residential experience to each student in the residence halls. Updating the older housing will be important if the University intends to use housing as a way to recruit and retain students.

SECTION 3: APPENDIX

SOURCES

Data for this strategic review were assembled from several sources, including the Massachusetts State Universities, Massachusetts Department of Education sources, other education, higher education, government, and research organizations, each school's Offices of Institutional Research, Admissions, Housing, and Residential Life, and MSCBA's own files.

State campus enrollment figures for the past several years were provided by the Massachusetts Department of Higher Education (DHE). DHE reported full-time and part-time headcounts and full-time equivalents. DHE also provided admissions and student retention data for recent years, extracted from their Higher Education Information Resource System (HEIRS) data system. The admissions statistics were augmented by information provided directly from the State Universities. Data on students in housing were provided by the MSCBA and the Offices of Housing and Residential Life at each the State Universities.

MSCBA provided information on State University rooms, occupancy levels, and rents. Peer comparison university rent information was obtained from those universities' websites. Peer institutions were chosen based on commonality with the State Universities' academic programs and their geographic locations. U.S. Department of Education Integrated Postsecondary Education Data System (IPEDS) peer university definitions were also used to help define peer universities.

Off-campus rent estimates were developed from data collected from apartments.com, Myapartmentmap.com, and Salem State off-campus listings between July 2014 and October 2014. To make the off-campus rental data comparable with school rent data a number of adjustments were made to the off-campus data. To make the off-campus rental data equivalent to the 10-month rental cycle used for MSCBA rents, average monthly off-campus rents were multiplied by ten. To take into account the utilities and services that are included in on-campus rents, a technology fee (provided by each school) was deducted from and a utilities factor (equal to 20% of the average off-campus rent for each school) was added to the off-campus averages.

Projections of future enrollment were assembled from data provided by the U.S. Census Bureau and the University of Massachusetts Donahue Center, and other demographic data sources.

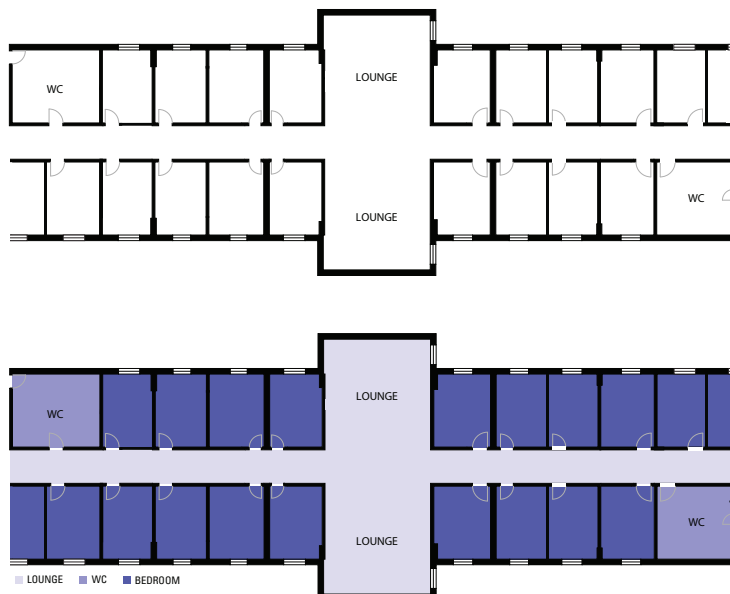
State University administrators reviewed and provided edits to their own institutional chapters.

HOUSING TYPOLOGIES

The following provides a brief summary of the major housing typologies in the MSCBA system, and some of the identifying characteristics of each. The system overall now has a moderate level of portfolio diversity and future projects will continue to enhance the range of opportunity. The individual State Universities have quite different distributions of the various housing types.

TRADITIONAL DOUBLE LOADED CORRIDOR

Figure 1



Characteristics

Bedrooms (doubles, triples, quads, some singles) are located on both sides of a single corridor.

Lounges are distributed among the bedrooms on each floor, with at least one large study lounge per floor.

Bathrooms are single-sex and shared with many showers and toilets per bathroom: generally one per floor.

Pedagogical Values

Provides the 'classic' college experience.

Highly efficient use of space; low construction cost per square foot. Shared facilities foster meeting new people and forming social groups.

Considered ideal for freshmen; encourages students to engage with others many times during the day.

SUITES

Figure 2



Characteristics

Bedrooms (singles, doubles) are arranged in a cluster, usually 4-6 rooms per suite.

Each suite has a living room that is shared according to the residents' wishes: there are also more public lounges per floor or on the ground floor of the residence hall. Each suite has 1-2 bathrooms, depending on the size of the suite.

Allows for more flexibility in the floor plan.

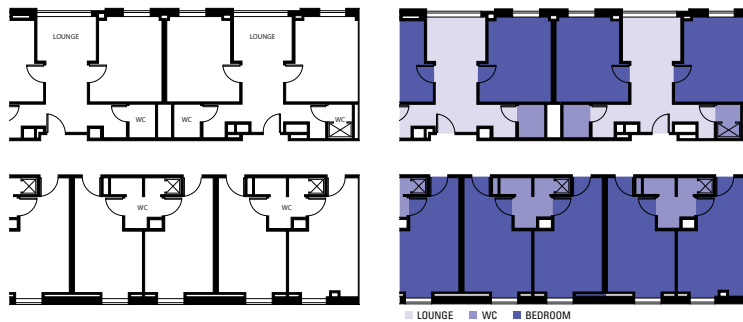
Pedagogical Values

Can foster more intimate, immediate community. Transitional step to greater independence for older students.

Provides added privacy that is increasingly valued as students remain in housing.

SEMI-SUITES

Figure 3



Characteristics

Bedrooms (singles, doubles) are arranged in cluster, usually 2-3 rooms per suite.

Suites have a small common space interior to the units; there are public lounges per floor or on the ground floor of the residence hall.

Each suite has 1-2 bathrooms, depending on the size of the suite. Allows for more flexibility in floor plan.

Pedagogical Values

Can foster more intimate, immediate community.

More cost efficient than suite style housing.

Transitional step to greater independence for older students.

APARTMENTS

Figure 4



Characteristics

Bedrooms (singles, doubles), share common space: essentially a small apartment (2-4 rooms per apartment), able to be used as a fully independent living situation.

Each apartment has a living room, which may be shared space with the kitchen; there can also be more public lounges elsewhere in the building.

Each apartment has a bathroom and a kitchen.

Pedagogical Values

For older students- juniors, seniors, graduate students to gain experience with independent living.

Increased privacy.

Can be the final step in transition to fully independent off-campus living.

MSCBA RESIDENCE HALL DATA

The following table provides information about each State University's portfolio of residence halls. Year of construction or renovation is noted as well as square footage and typology of each residence hall.

Table 1

MSCBA Residence Hall Data, Fall 2014

BRIDGEWATER STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Crimson Hall	2007		129,900	408	Suites
East Hall	2002		83,000	300	Suites
Great Hill Apartments	1978	2010	61,350	198	Apartments
Miles-Dinardo Halls	1989	2008	94,550	401	Traditional
Pope Hall	1960	2008	39,900	186	Traditional
Pope Hall Addition	2009		35,500	151	Traditional
Scott Hall	1960	2008	360,000	152	Traditional
Scott Hall Addition	2009		31,750	118	Traditional
Shea-Durgin Hall	1967	2010	140,400	650	Traditional
Weygand Hall	2013		130,000	500	Suites
Woodward Hall	1912	2002/2014	56,600	231	Traditional
CAMPUS TOTAL			1,162,950	3,295	

FITCHBURG STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Aubuchon Hall	1967	2010/2014	100,000	325	Suites
Cedar House	1900	2010	13,348	28	Traditional
Herlihy Hall	1958	2002	37,760	154	Traditional
Mara Village	1989	2008	82,000	328	Suites
Mara Village, Building 8	2009	2009	38,000	104	Suites
Russell Towers	1971	2005	102,700	452	Traditional
Townhouse Apartments	1978	47,680	189		Apartments
CAMPUS TOTAL			421,488	1,580	

FRAMINGHAM STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Corinne Towers	1973	2006	110,000	504	Traditional
Horace Mann Hall	1920	2008	22,500	119	Traditional
Larned Hall	1968	2008	85,200	368	Traditional
Linsley Hall	1972	2002	22,250	157	Suites
North Hall	2011		129,000	410	Semi-Suites
O'Connor Hall	1961	2009	50,000	251	Traditional
Peirce Hall	1917	2008	22,200	122	Traditional
West Hall	Proj. 2016		96,000	316	Semi-suites
CAMPUS TOTAL			537,150	2,247	

MASSACHUSETTS COLLEGE OF ART AND DESIGN

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Artists' Residence	2002		120,000	310	Apartments
Smith Hall	1920	1989/2009	32,000	116	Suites
Treehouse	2012		147,000	493	Semi-Suites
CAMPUS TOTAL			299,000	919	

MASSACHUSETTS COLLEGE OF LIBERAL ARTS

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Berkshire Towers	1972	2008	73,000	312	Suites
Flagg Townhouses	1976	2010	110,000	486	Apartments
Hoosac Hall	1967	2012	64,500	235	Traditional
CAMPUS TOTAL			247,500	1,033	

MASSACHUSETTS MARITIME ACADEMY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Beachmoor	1900	2011	7,819	15	Semi-Suites
Companies 1-6	1971/1973/ 1976	2007/2011/ 2014	180,800	1,032	Traditional
Companies 1-2 Expansion	2007		33,120	168	Traditional
Company 4 Addition	2014		33,120	196	Traditional
CAMPUS TOTAL			254,859	1,411	

SALEM STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Atlantic Hall	2004		141,980	452	Apartments
Bates Complex	1990	2010	107,700	354	Apartments
Bowditch Hall	1965	2005	59,500	276	Traditional
Marsh Hall	2010		162,637	525	Traditional
Peabody Hall	1965	2005	68,000	322	Traditional
Viking Hall	Proj. 2015		104,705	353	Semi-Suites
CAMPUS TOTAL			644,522	2,282	

WESTFIELD STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Conlon, Seymour & Welch	1976	2001/2013	78,000	270	Apartments
Courtney Hall	1989	2009	105,463	460	Traditional
Davis Hall	1966	2014	73,700	281	Traditional
Dickinson Hall	1966	2007	73,700	304	Traditional
Lammers Hall	1972	2003	72,700	311	Traditional
New Hall	2005		125,096	404	Traditional
Scanlon Hall	1954	2010	79,200	356	Traditional
University Hall	2013		125,000	411	Semi-Suites
CAMPUS TOTAL			732,859	2,797	

WORCESTER STATE UNIVERSITY

Residence Hall	Built	Renovated	Gross Sq. Ft.	Beds	Typology
Chandler Village	1973	2004	110,000	420	Apartments
Dowden Hall	1989	2010	57,000	236	Apartments
Dowden Hall Expansion	2010		41,640	173	Traditional
Sheehan Hall	2014		100,000	400	Semi-Suites
Wasylean Hall	2004		109,600	348	Apartments
CAMPUS TOTAL			418,240	1,577	

MASSACHUSETTS DEMOGRAPHICS

Choice of MA State University, by County. Table 2 shows the full-time undergraduate enrollment at Massachusetts State Universities by county in Fall 2013. In 6 out of 14 counties, over half of the in-state students who are enrolled at the Massachusetts State Universities full-time are attending the Universities nearest to their homes; these 6 counties are Berkshire, Bristol, Essex, Hampden, Hampshire, and Plymouth. In the other counties, enrolling students choose mainly from two or more State Universities, for example, there are students from metropolitan Boston Middlesex County who attend each of the State Universities, but the institutions most represented are those in metropolitan Boston, Framingham State and Salem State.

Table 2

Full-Time Undergraduate Enrollment at MA State Universities, by County, and School of Attendance, Fall 2013

Source: Mass DHE and Demographic Perspectives, Fall 2014

Barnstable County		
MSCBA School	# Full-Time	%
Bridgewater State	329	37%
Fitchburg State	54	6%
Framingham State	79	9%
MassArt	50	6%
MCLA	29	3%
Mass Maritime	166	18%
Salem State	59	7%
Westfield State	113	13%
Worcester State	22	2%
<i>Total</i>	<i>901</i>	<i>100%</i>

Berkshire County		
MSCBA School	# Full-Time	%
Bridgewater State	33	5%
Fitchburg State	18	3%
Framingham State	31	4%
MassArt	12	2%
MCLA	358	52%
Mass Maritime	8	1%
Salem State	29	4%
Westfield State	185	27%
Worcester State	16	2%
<i>Total</i>	<i>690</i>	<i>100%</i>

Bristol County		
MSCBA School	# Full-Time	%
Bridgewater State	1,930	65%
Fitchburg State	147	5%
Framingham State	173	6%
MassArt	75	3%
MCLA	34	1%
Mass Maritime	97	3%
Salem State	124	4%
Westfield State	197	7%
Worcester State	179	6%
<i>Total</i>	<i>2,956</i>	<i>100%</i>

Dukes County		
MSCBA School	# Full-Time	%
Bridgewater State	24	41%
Fitchburg State	3	5%
Framingham State	3	5%
MassArt	4	7%
MCLA	0	0%
Mass Maritime	1	2%
Salem State	12	20%
Westfield State	12	20%
Worcester State	0	0%
<i>Total</i>	<i>59</i>	<i>100%</i>

Essex County

MSCBA School	# Full-Time	%
Bridgewater State	245	6%
Fitchburg State	242	6%
Framingham State	246	6%
MassArt	143	4%
MCLA	58	1%
Mass Maritime	77	2%
Salem State	2,722	67%
Westfield State	238	6%
Worcester State	<u>102</u>	<u>3%</u>
<i>Total</i>	<i>4,073</i>	<i>100%</i>

Franklin County

MSCBA School	# Full-Time	%
Bridgewater State	10	5%
Fitchburg State	30	14%
Framingham State	29	13%
MassArt	7	3%
MCLA	32	14%
Mass Maritime	1	0%
Salem State	17	8%
Westfield State	80	36%
Worcester State	<u>15</u>	<u>7%</u>
<i>Total</i>	<i>221</i>	<i>100%</i>

Hampden County

MSCBA School	# Full-Time	%
Bridgewater State	86	4%
Fitchburg State	99	4%
Framingham State	129	6%
MassArt	26	1%
MCLA	63	3%
Mass Maritime	28	1%
Salem State	57	3%
Westfield State	1,558	70%
Worcester State	<u>173</u>	<u>8%</u>
<i>Total</i>	<i>2,219</i>	<i>100%</i>

Hampshire County

MSCBA School	# Full-Time	%
Bridgewater State	31	6%
Fitchburg State	19	4%
Framingham State	27	5%
MassArt	21	4%
MCLA	37	7%
Mass Maritime	13	3%
Salem State	25	5%
Westfield State	322	62%
Worcester State	<u>23</u>	<u>4%</u>
<i>Total</i>	<i>518</i>	<i>100%</i>

Middlesex County

MSCBA School	# Full-Time	%
Bridgewater State	588	11%
Fitchburg State	748	14%
Framingham State	1,292	24%
MassArt	290	5%
MCLA	84	2%
Mass Maritime	124	2%
Salem State	1,202	22%
Westfield State	636	12%
Worcester State	<u>453</u>	<u>8%</u>
<i>Total</i>	<i>5,417</i>	<i>100%</i>

Nantucket County

MSCBA School	# Full-Time	%
Bridgewater State	2	11%
Fitchburg State	0	0%
Framingham State	3	16%
MassArt	3	16%
MCLA	0	0%
Mass Maritime	1	5%
Salem State	4	21%
Westfield State	6	32%
Worcester State	<u>0</u>	<u>0%</u>
<i>Total</i>	<i>19</i>	<i>100%</i>

Norfolk County		
MSCBA School	# Full-Time	%
Bridgewater State	1,307	44%
Fitchburg State	164	5%
Framingham State	465	16%
MassArt	143	5%
MCLA	45	2%
Mass Maritime	151	5%
Salem State	219	7%
Westfield State	375	13%
Worcester State	117	4%
<i>Total</i>	<i>2,986</i>	<i>100%</i>

Plymouth County		
MSCBA School	# Full-Time	%
Bridgewater State	2,330	65%
Fitchburg State	144	4%
Framingham State	249	7%
MassArt	101	3%
MCLA	34	1%
Mass Maritime	247	7%
Salem State	179	5%
Westfield State	232	6%
Worcester State	76	2%
<i>Total</i>	<i>3,592</i>	<i>100%</i>

Suffolk County		
MSCBA School	# Full-Time	%
Bridgewater State	323	22%
Fitchburg State	122	8%
Framingham State	255	17%
MassArt	138	9%
MCLA	100	7%
Mass Maritime	27	2%
Salem State	451	30%
Westfield State	66	4%
Worcester State	20	1%
<i>Total</i>	<i>1,502</i>	<i>100%</i>

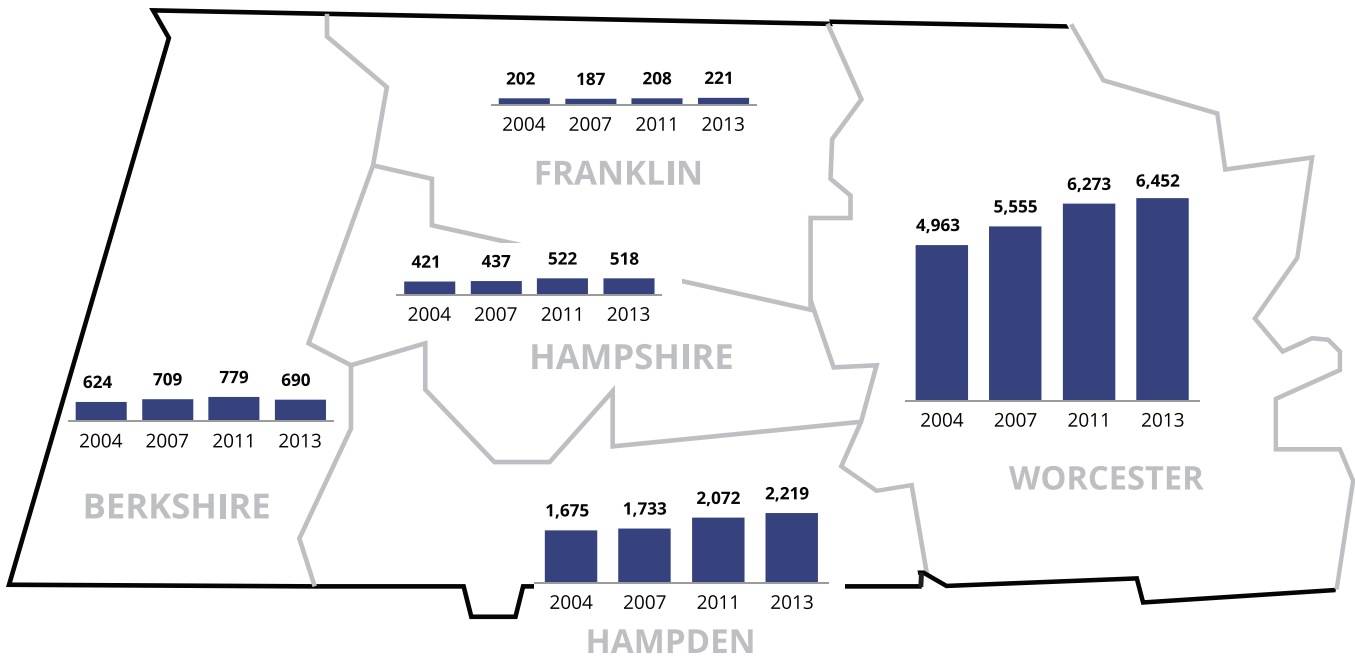
Worcester County		
MSCBA School	# Full-Time	%
Bridgewater State	422	7%
Fitchburg State	1,345	21%
Framingham State	777	12%
MassArt	129	2%
MCLA	123	2%
Mass Maritime	65	1%
Salem State	297	5%
Westfield State	565	9%
Worcester State	2,729	42%
<i>Total</i>	<i>6,452</i>	<i>100%</i>

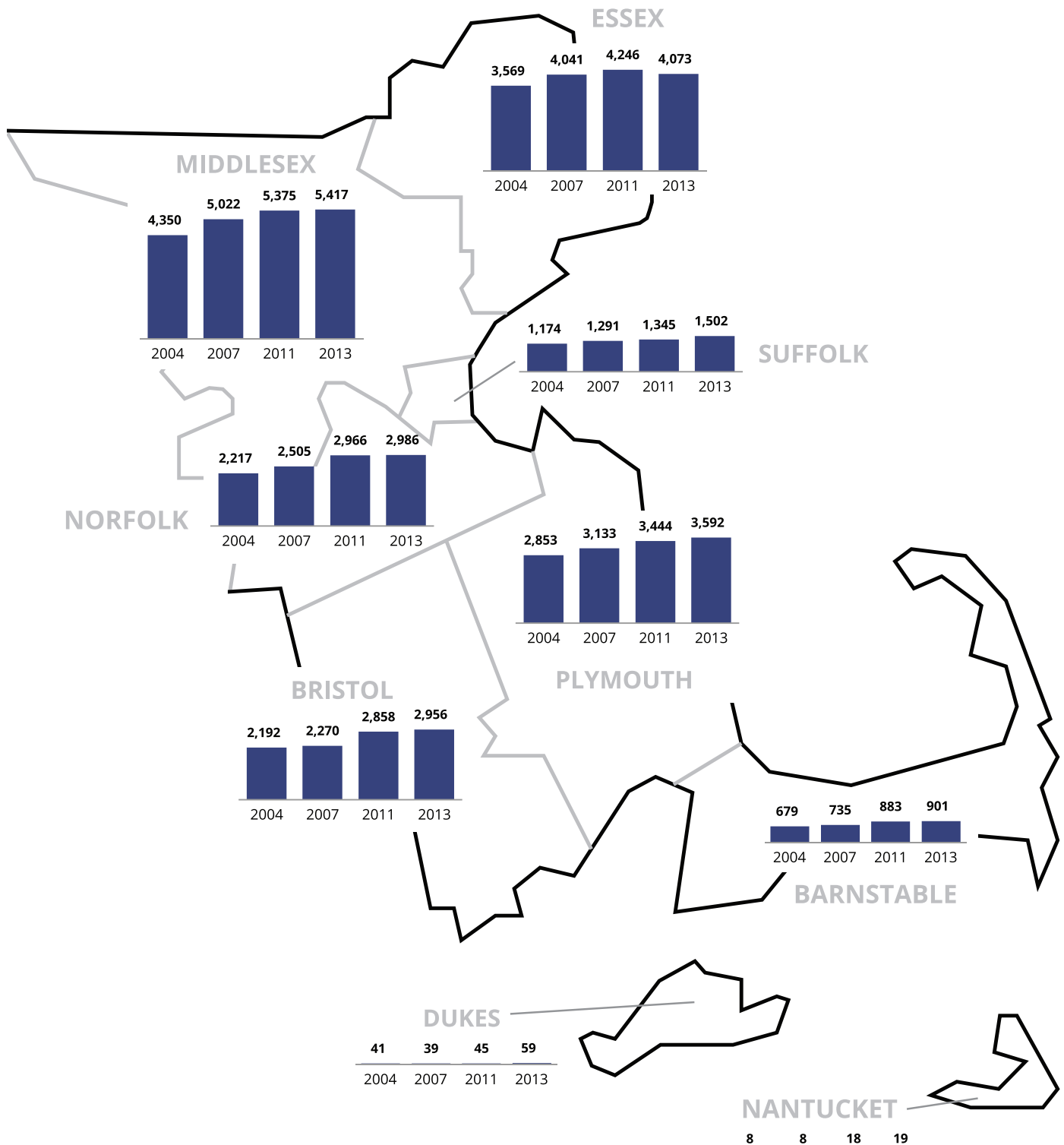
Note: Some percentages may not add to 100% due to rounding.

Time Trend for Number of Students Enrolled in MA State Universities. Figure 5 provides a time trend of in-state students enrolled at the Massachusetts State Universities over the last decade, between Fall 2004 and Fall 2013. In all counties, the number of students grew between 2004 and 2011. In Fall 2013, the number of students in 3 out of 14 counties took a downward turn; the rate of decline for these counties from 2011 to 2013 was: Berkshire (11%), Essex (4%), and Hampshire (1%).

Figure 5

Full-time Undergraduate Enrollment at MA State Universities, by County, Fall 2004-Fall 2013

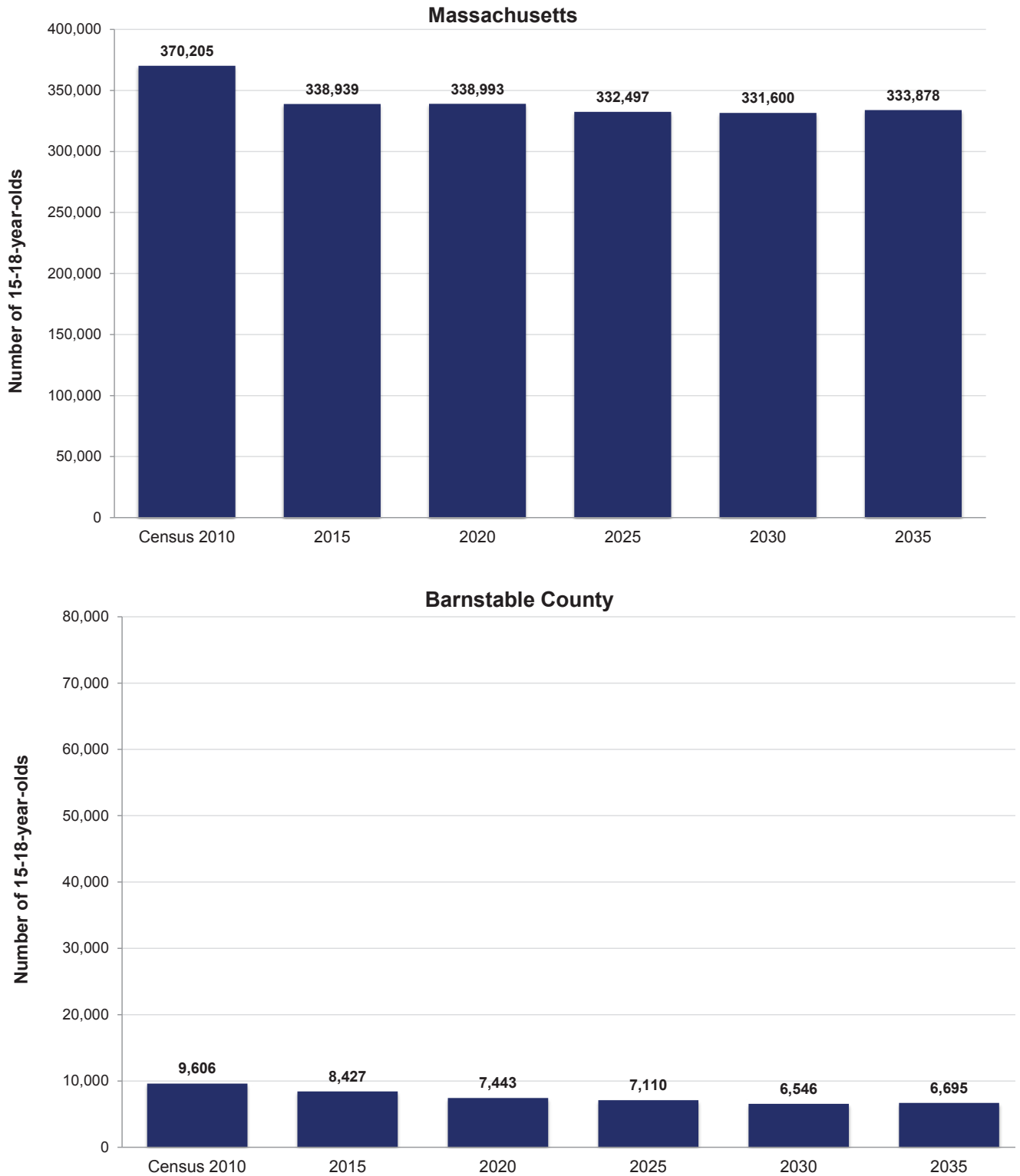


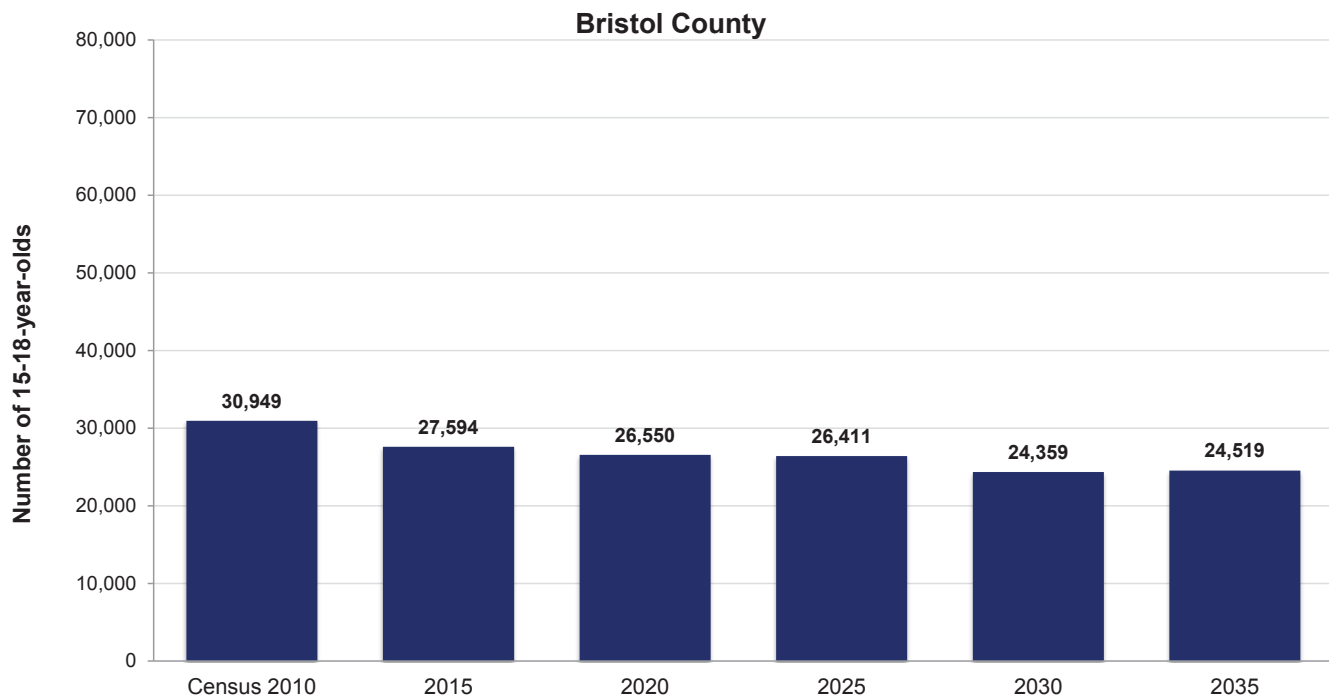
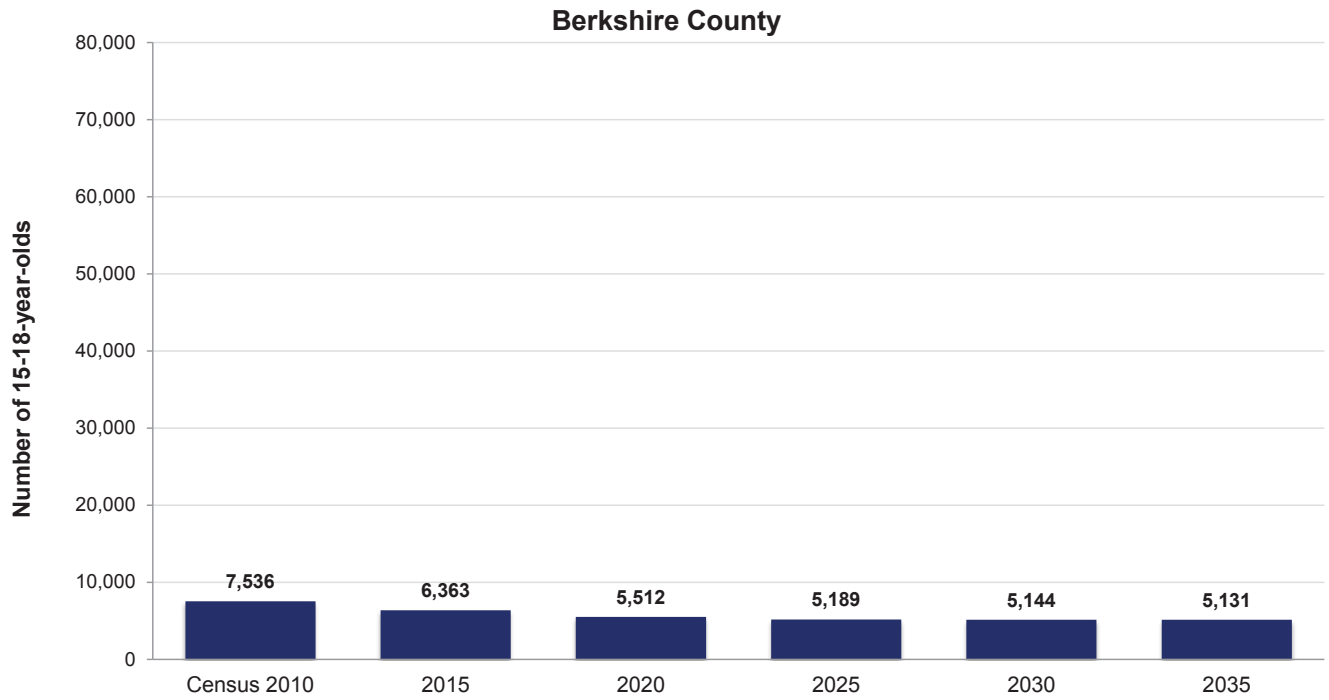


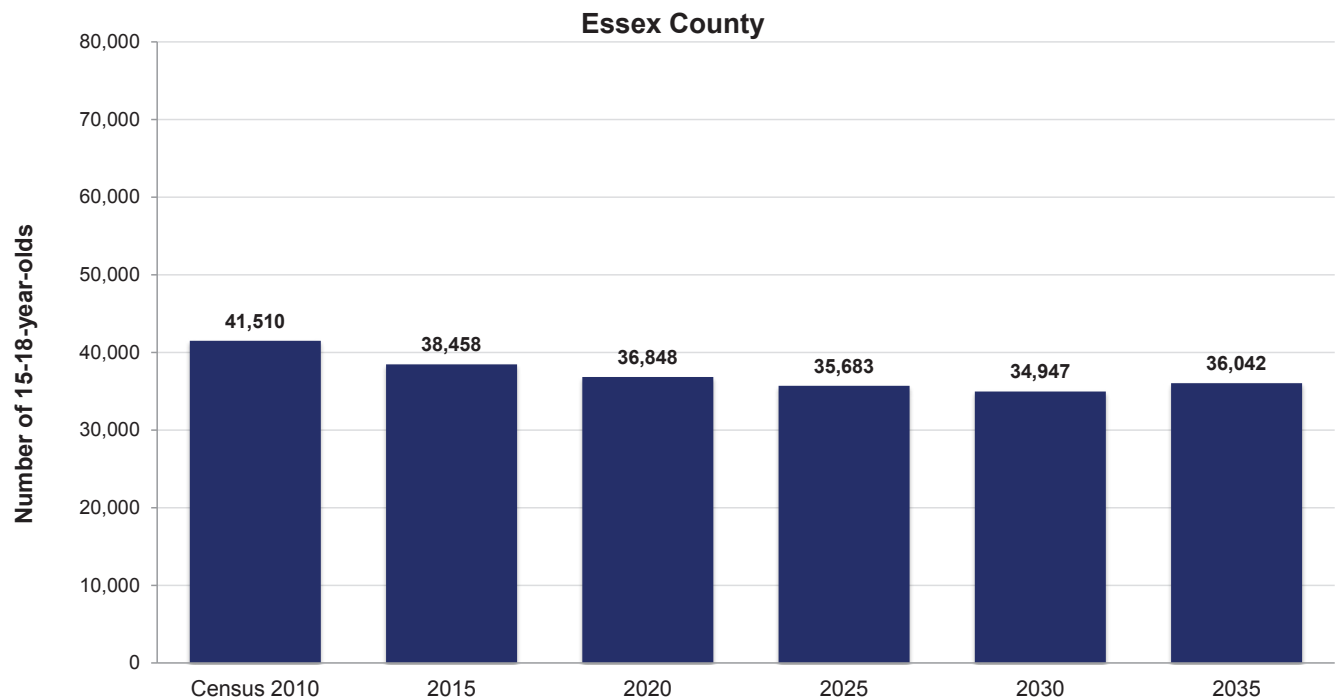
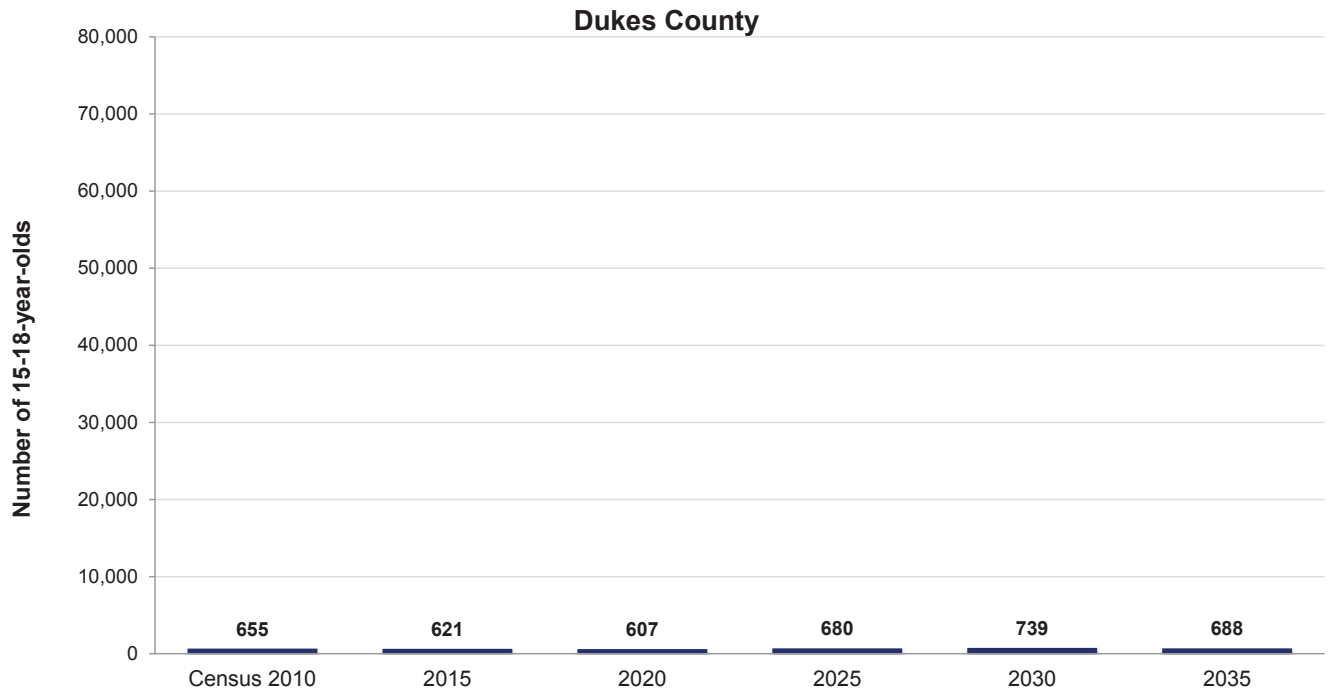
Projected Population of College Age. There are many factors related to in-state student enrollment at the Massachusetts State Universities, including births and migration, high school completion rates, college attendance rates, economics and college pricing, and in-state and out-of-state college recruitment practices. Figure 6 shows the most basic of demographic forces affecting attendance rates, the number of Massachusetts residents by county age 15 to 18 reported to the U.S. Census in 2010, and projections going forward from 2015 to 2035; (15 to 18 year olds are high school age, and, when adjusted for the high school graduation rate, will be the feeder population for colleges throughout Massachusetts and elsewhere).

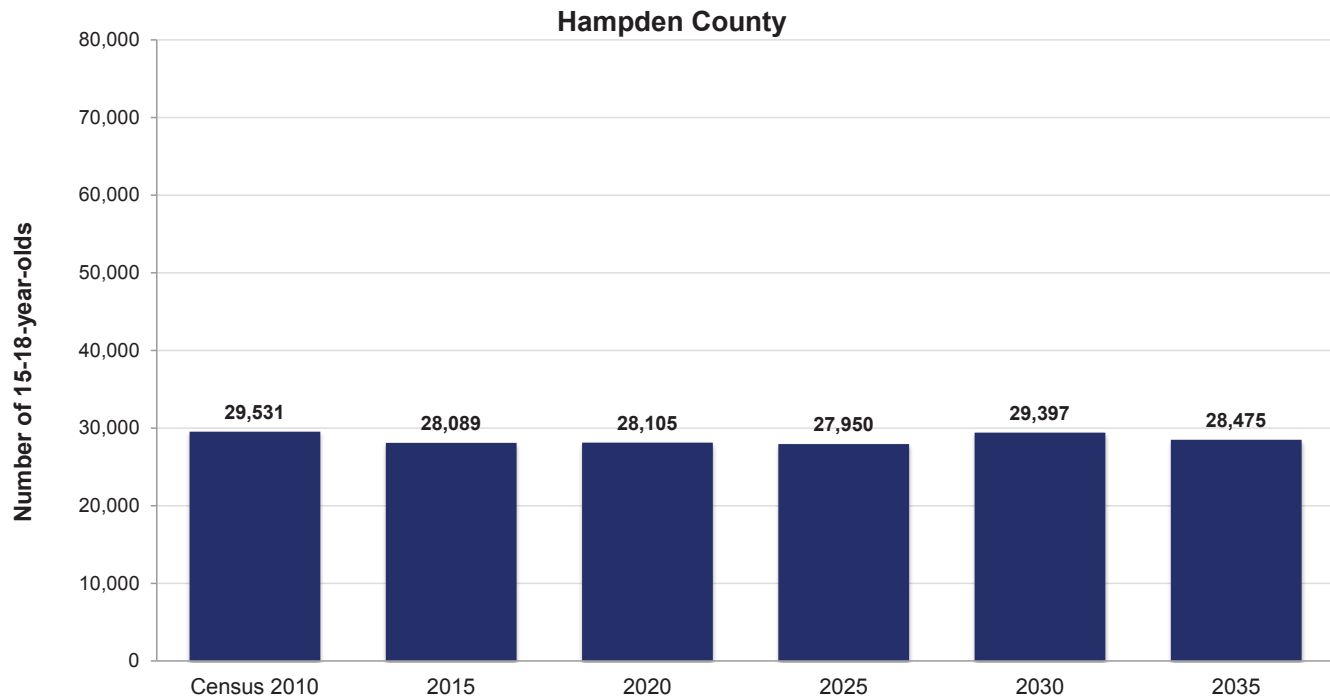
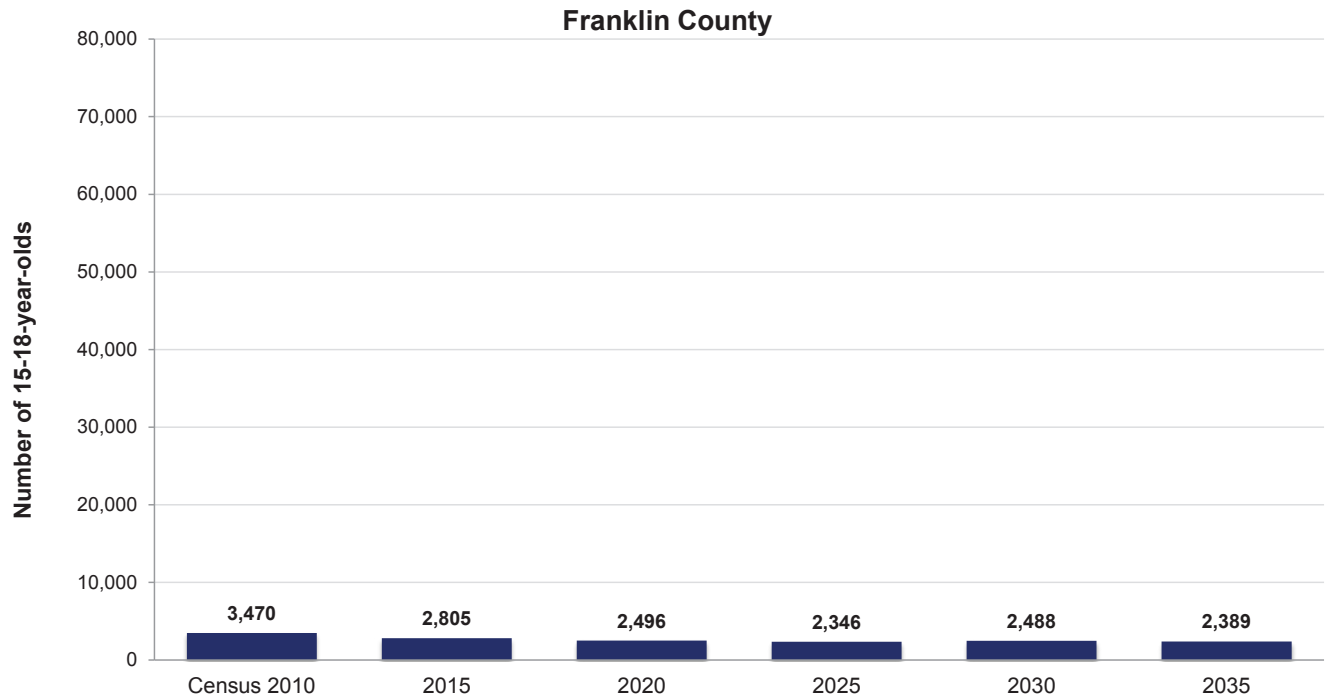
In the immediate future, from 2010 to 2015, there is a decline projected for 15 to 18 year olds throughout the state and for each county, with the exception of Dukes County (Martha's Vineyard). The population decline for 15 to 18 year olds projected for the state is 8%, and the decline for the counties ranges from 4% for Norfolk County, to 19% for Franklin County. By contrast, the population of 15 to 18 year olds in Dukes County is projected to increase by 7% from 2010 to 2015.

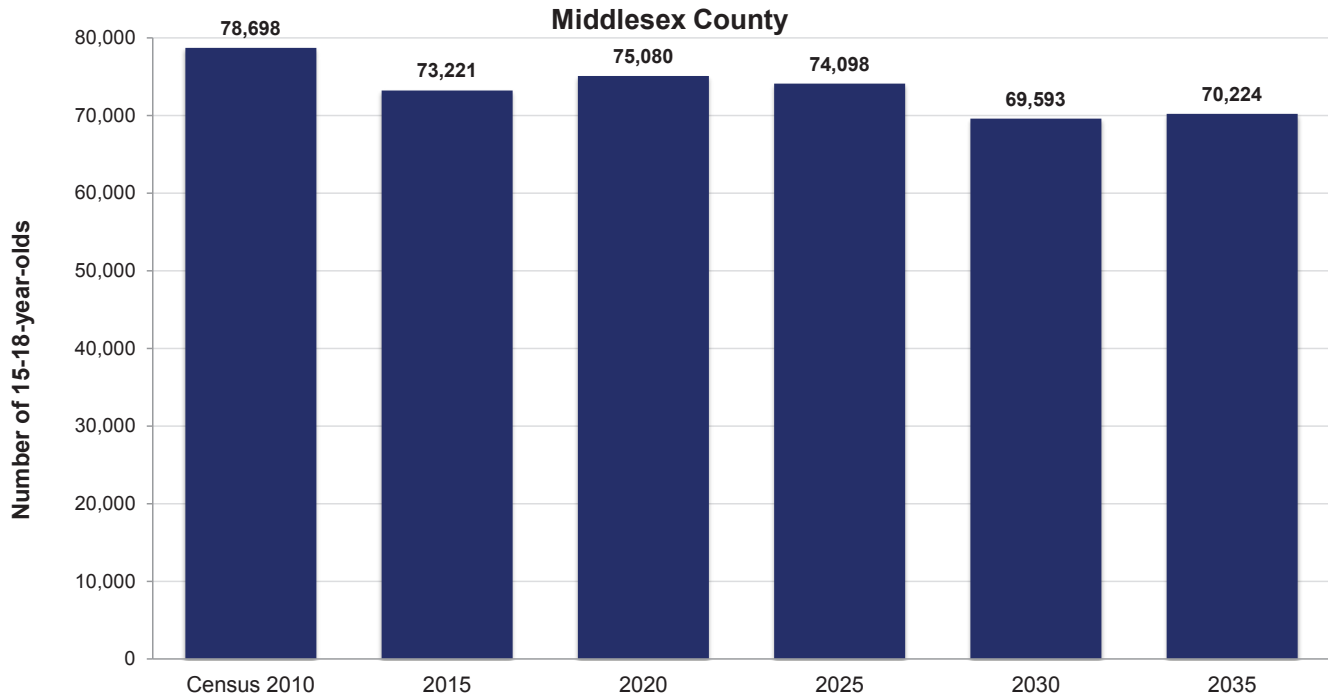
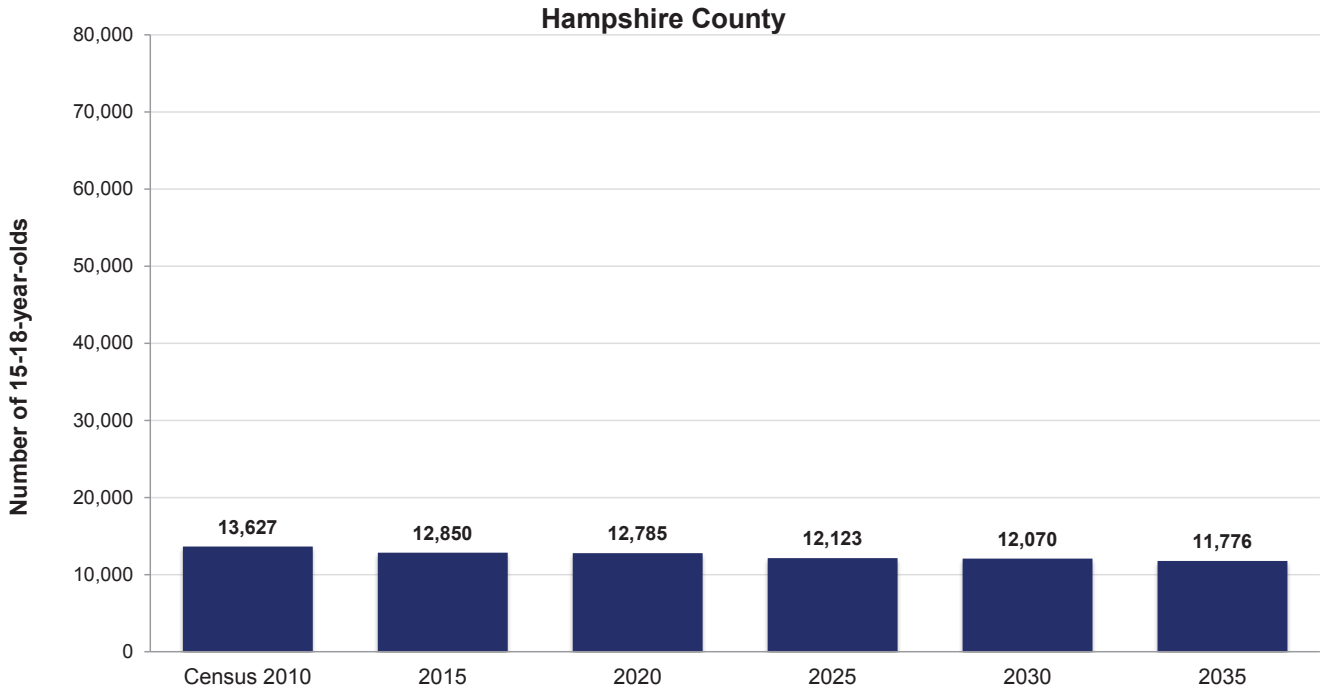
In the long term, between 2010 and 2035, the population of 15 to 18 year olds is projected to decline throughout the state, and for each county, with the exception of Dukes, Nantucket, and Suffolk Counties. The pace of the projected decline differs, however. For the State, the population of 15 to 18 year olds declines immediately (2010 to 2015), and then remains fairly constant until 2035, with an overall decline of 10%. Some counties also have a population that declines steadily between 2010 and 2035 or declines and then levels off (Barnstable, Berkshire, Bristol, Franklin, Hampshire, Worcester). Some show a decline and then a turn back up (Essex, Plymouth, Suffolk). Other counties show an idiosyncratic fall and rise (Dukes, Hampden, Middlesex, Nantucket, Norfolk). For the 15 to 18 year old population from 2010 to 2035, the projected decline ranges from 4% for Hampden County, to 32% for Berkshire County, and the increase ranges from 9% for Suffolk County to 26% for Nantucket County.

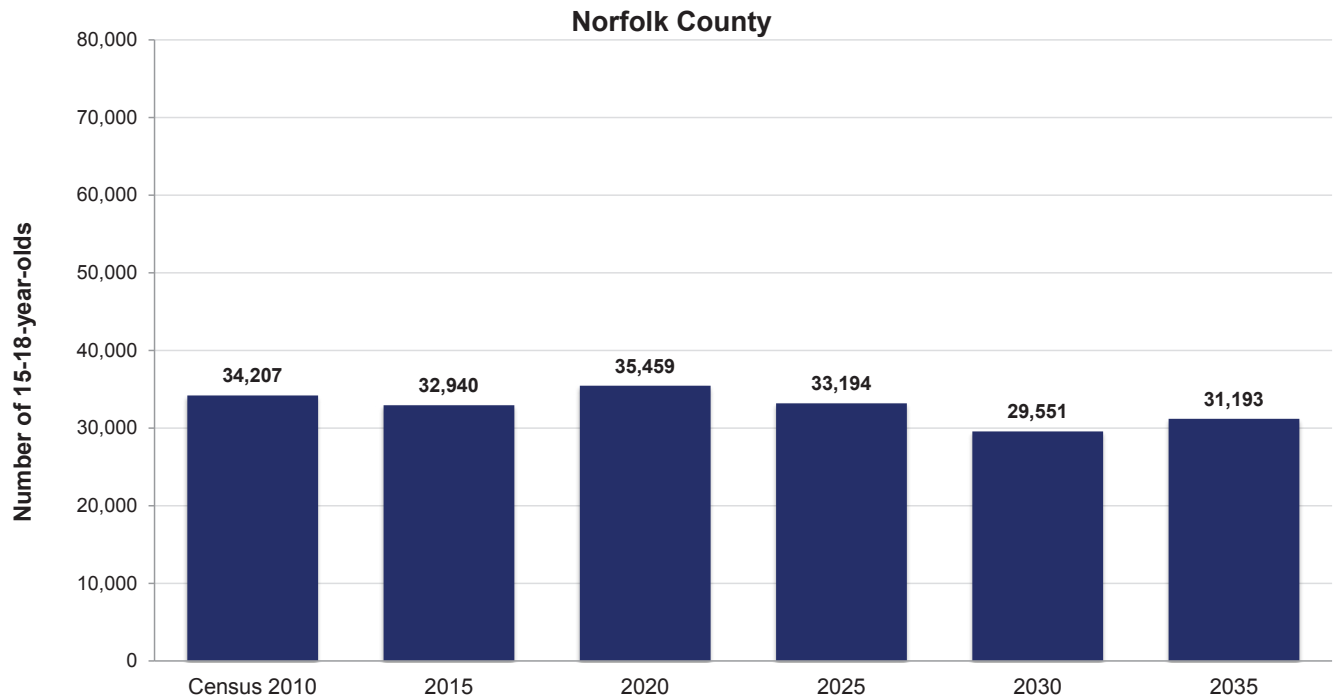
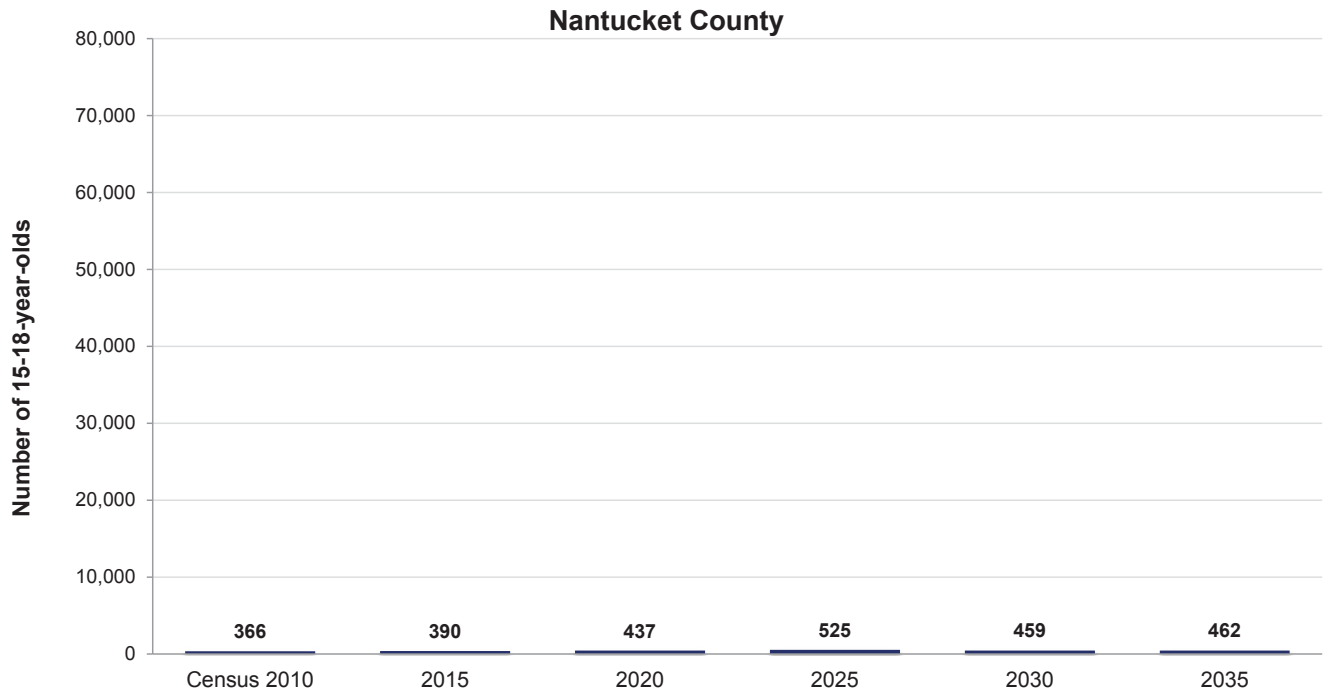
Figure 6**Massachusetts 15 to 18 Year Old Population, by County, Actual 2010, and Projected 2015-2035***Source: UMass Donahue Institute Population Projections, Fall 2013*

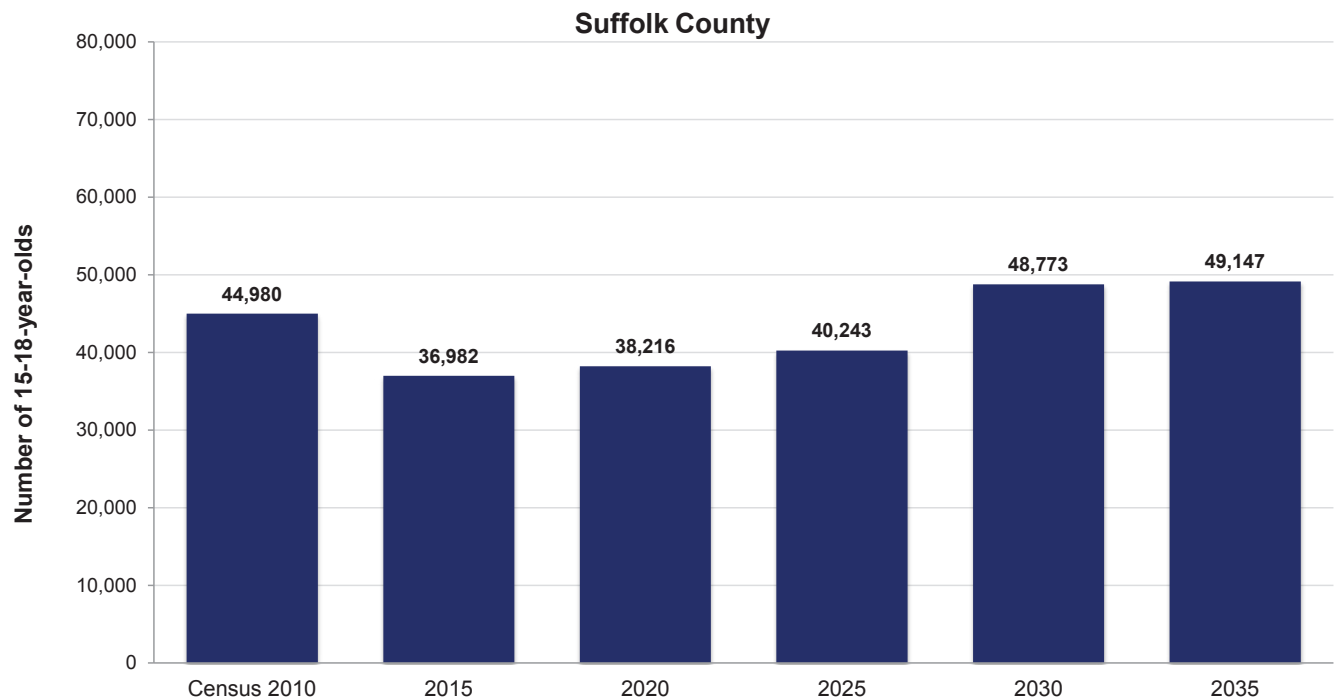
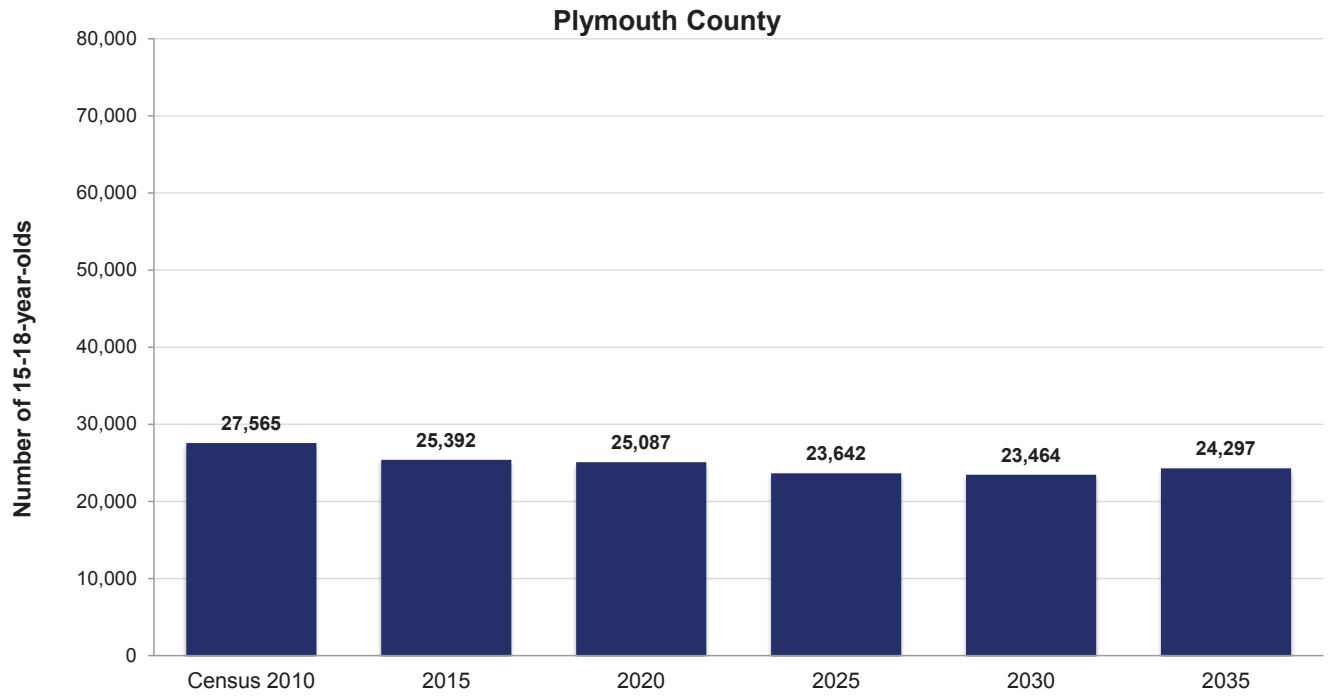


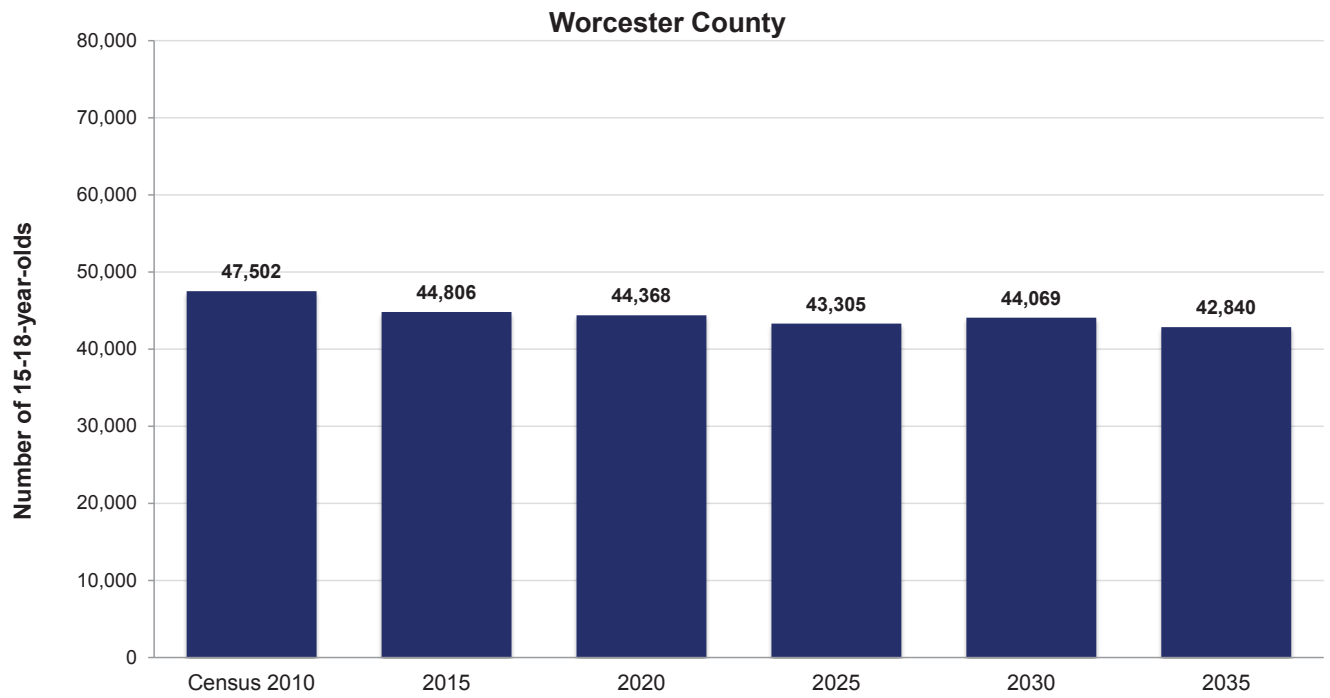












PEER INSTITUTIONS USED FOR ROOM RATE COMPARISONS

Table 3

List of Peer Institutions, by State University

BRIDGEWATER STATE UNIVERSITY

Public Peer Colleges

Kutztown University of Pennsylvania
 Millersville University of Pennsylvania
 California University of Pennsylvania
 Rowan College of New Jersey
 SUNY Buffalo
 SUNY Oswego

Regional Private Colleges

Bentley University
 Curry College
 Dean College
 Northeastern University
 Suffolk University
 Wheaton College

FITCHBURG STATE UNIVERSITY

Public Peer Colleges

Bloomsburg University of Pennsylvania
 Salisbury State University
 Shippensburg University of Pennsylvania
 Sonoma State University
 SUNY New Paltz
 SUNY Plattsburgh
 The College of New Jersey
 William Patterson College of New Jersey

Regional Private Colleges

Endicott College
 Southern New Hampshire
 Springfield College
 Franklin Pierce College

FRAMINGHAM STATE UNIVERSITY

Public Peer Colleges

Coppin State College
 Kean College of New Jersey
 Morgan State University
 Rowan College of New Jersey
 Bloomsburg University of Pennsylvania
 Millersville University of Pennsylvania
 Shippensburg University of Pennsylvania

Regional Private Colleges

Babson College
 Brandeis University
 Regis College

MASSACHUSETTS COLLEGE OF ART AND DESIGN

Public Peer Colleges

Cooper Union
 Maryland Institute College of Art
 Pratt Institute - Main
 School of Visual Arts
 The University of the Arts
 Rhode Island School of Design

Regional Private Colleges

Emmanuel College
 Northeastern University
 Wentworth Institute of Technology
 Wheelock College
 School of the MFA

MASSACHUSETTS COLLEGE OF LIBERAL ARTS**Public Peer Colleges**

Castleton College
 Hartwick College
 Hobart William Smith Colleges
 Saint Mary's College of Maryland
 Susquehanna University
 Lyndon State College
 SUNY Geneseo
 SUNY Potsdam
 SUNY Albany
 University of Maine Farmington
 University of Pittsburgh Johnstown

Regional Private Colleges

Bennington College
 Green Mountain College
 Siena College
 Southern Vermont

MASSACHUSETTS MARITIME ACADEMY**Public Peer Colleges**

California Maritime Academy
 Maine Maritime Academy
 SUNY Maritime Academy
 Citadel Military College of South Carolina
 Virginia Military Institute

Regional Private Colleges

Curry College
 Dean College
 Stonehill College
 Wheaton College
 Bentley University
 Western New England
 Norwich University

SALEM STATE UNIVERSITY**Public Peer Colleges**

California University of Pennsylvania
 Kean College of New Jersey
 Montclair State University
 Rowan College of New Jersey
 SUNY Buffalo
 West Chester University of Pennsylvania
 The College of New Jersey

Regional Private Colleges

Endicott College
 Gordon College
 Southern New Hampshire
 Assumption College
 Bentley University
 Northeastern University
 Suffolk University
 Boston University

WESTFIELD STATE UNIVERSITY**Public Peer Colleges**

East Stroudsburg University of Pennsylvania
 Salisbury State University
 SUNY Geneseo
 The College of New Jersey
 SUNY Brockport

Regional Private Colleges

American International College
 Hampshire College
 Springfield College
 Western New England
 Assumption College
 Bentley University

WORCESTER STATE UNIVERSITY**Public Peer Colleges**

East Stroudsburg University of Pennsylvania
 SUNY Geneseo
 SUNY Brockport
 William Patterson College of New Jersey

Regional Private Colleges

Assumption College
 Clark University
 College of the Holy Cross
 Becker College
 Rivier College
 Saint Anselm College

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MASSACHUSETTS COLLEGE OF ART AND DESIGN

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MASSACHUSETTS COLLEGE OF LIBERAL ARTS

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