



2016 Strategic Plan Update



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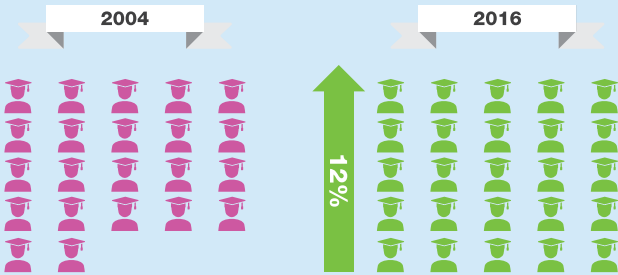
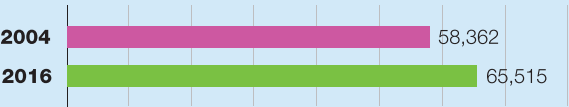
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Massachusetts Student Cascade

A look at Massachusetts public high school graduates in 2004 and 2016 and their future plans.

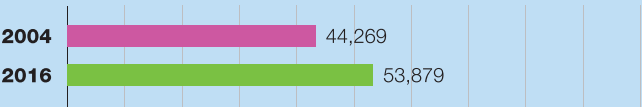
Public high school graduates

The total number of public high school graduates* in Massachusetts increased by 12% since 2004.



Planning on going to college

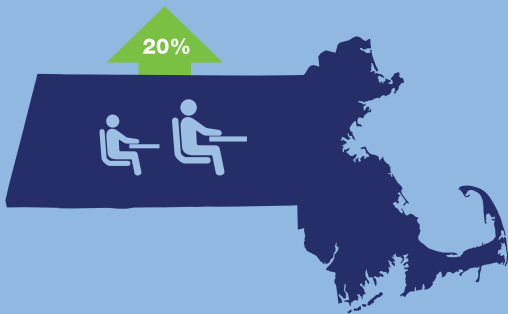
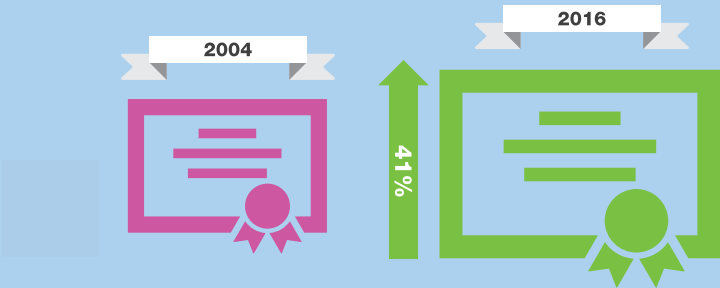
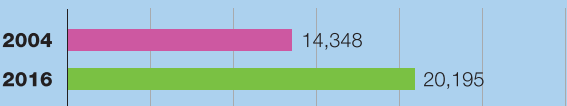
The total number of public high school graduates who planned on attending college increased by 22% since 2004.



The percent of public high school graduates who planned on attending college increased from 76% in 2004 to 81% in 2016, a difference of 5%.

Planning for a public education

The number of public high school graduates who planned on attending four-year public college increased by 41% since 2004.



Full-time undergraduate enrollment

Freshman full-time enrollment at Massachusetts State Universities increased by 20% since 2004.



The percent of all enrolled students who are full-time has increased from 78% in Fall 2004 to 82% in Fall 2016, a difference of 4%.

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INTRODUCTION

This report is the 2016 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 report begins with the Massachusetts Student Cascade Infographic. Reading from top to bottom, the Infographic provides the population of *"Public high school graduates"* in Massachusetts, the number of high school graduates who are *"Planning on going to college,"* the number who are *"Planning for a public education"* at a four-year public college, and the actual and projected *"Full-time undergraduate enrollment"* of full-time Freshmen at the Massachusetts State Universities. This population of full-time Freshmen determines demand for housing, and knowing the demand allows the MSCBA to strategically plan its housing supply.

Section 1, Chapter 1 provides a system-wide exploration of MSCBA housing in Fall 2016. It considers the amount and type of housing available to students, and how the system is operating in terms of occupancy, rents, and condition over a decade-long period 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 projections in an uncertain climate of future population decline or growth. 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, 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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SECTION 1: OVERVIEW

CHAPTER 1: SYSTEM OVERVIEW

INTRODUCTION

This section looks at MSCBA housing, focusing on data from Fall 2015 and Fall 2016. 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 2015, the MSCBA portfolio has capacity for close to 16,500 undergraduate students, in 49 residential complexes at the nine State Universities; the schools, overall, have the capacity to house 48% of their full-time undergraduate students.

ENROLLMENT

In Fall 2015, 51,407 students were enrolled in the nine State Universities: 34,554 full-time undergraduates, 7,332 part-time undergraduates, and 9,521 graduate students. The overall student population increased 11% over the past decade, while the full-time undergraduate student population increased 20%. Between Fall 2013 and Fall 2015, the overall student population declined by 1%, and the full-time undergraduate population remained about the same (a decline of 0.3%, or 113 students). (See Figures 1 and 2.)

Figure 1

State University System Enrollment, Fall 2005, 2009, 2013, and 2015

Source: Mass DHE 2016

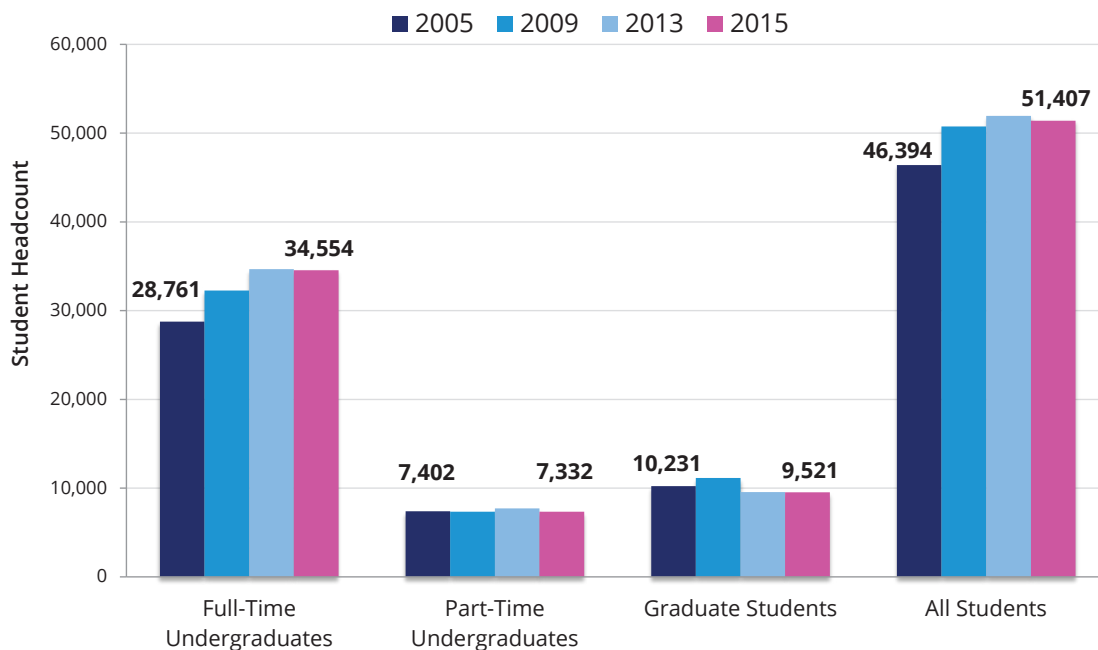
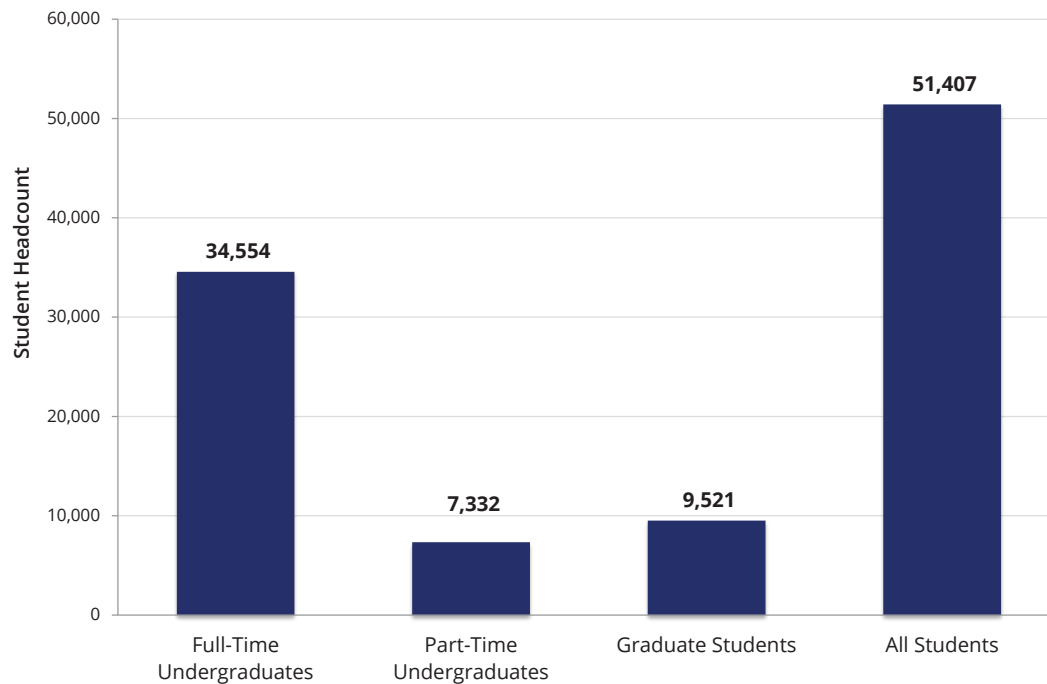


Figure 2**State University System Enrollment, Fall 2015***Source: Mass DHE 2016*

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 and remained at that level through Fall 2015. As a proportion of only undergraduates, the proportion full-time grew from 75% in Fall 2002, to 82% in Fall 2013 and stabilized there through Fall 2015. 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 2002-2015

Source: Mass DHE Special Calculation, 2016

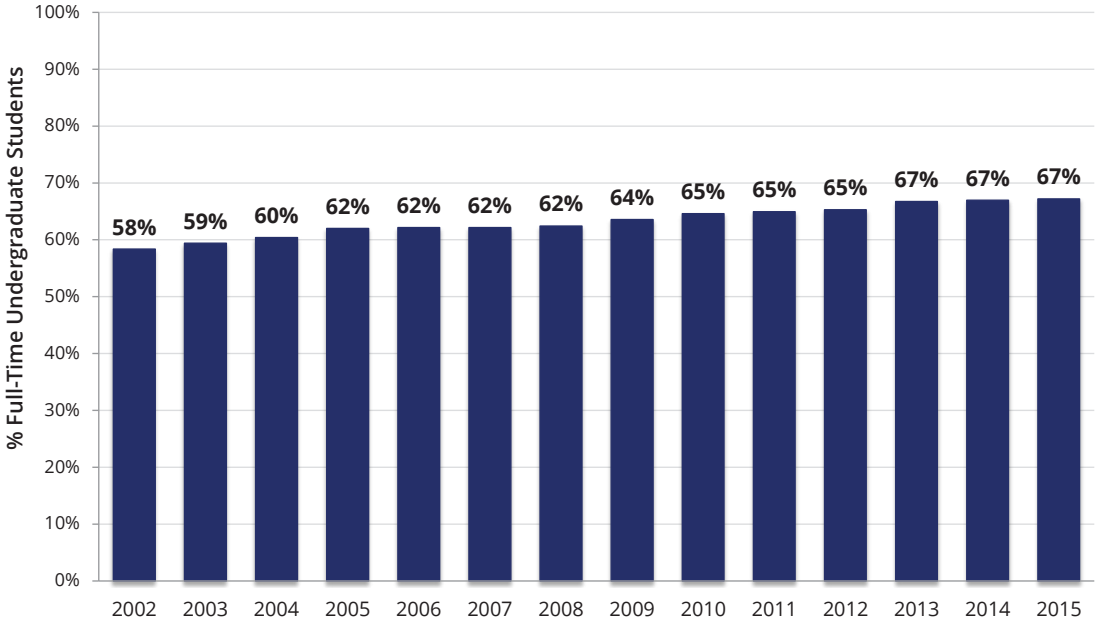
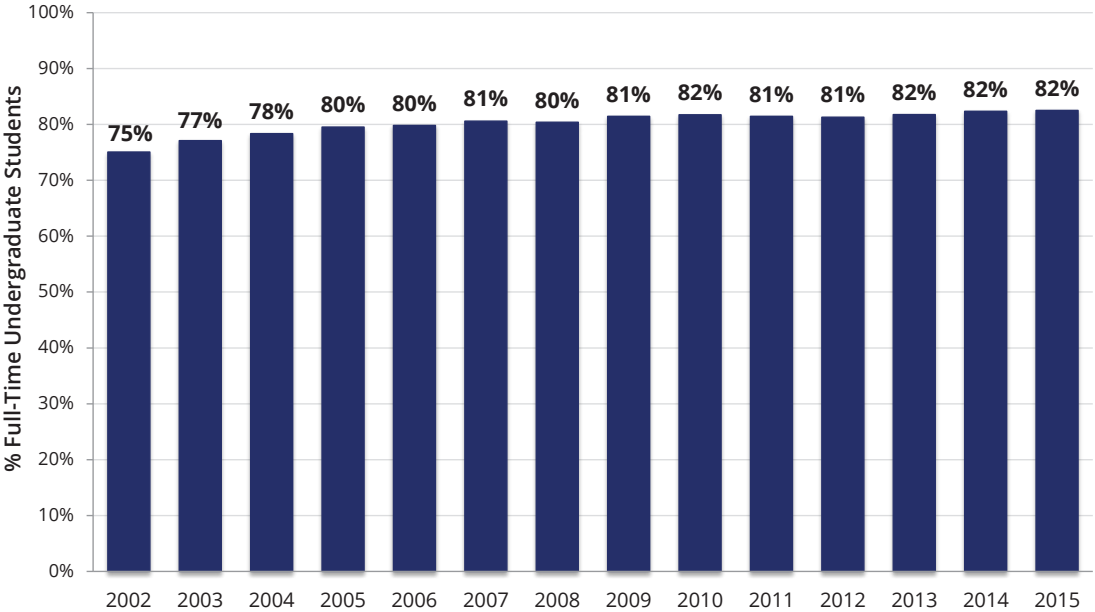


Figure 4

Full-Time Undergraduate Students as a Percentage of Undergraduate Students, State University System, Fall 2002-2015

Source: Mass DHE Special Calculation, 2016



HOUSING

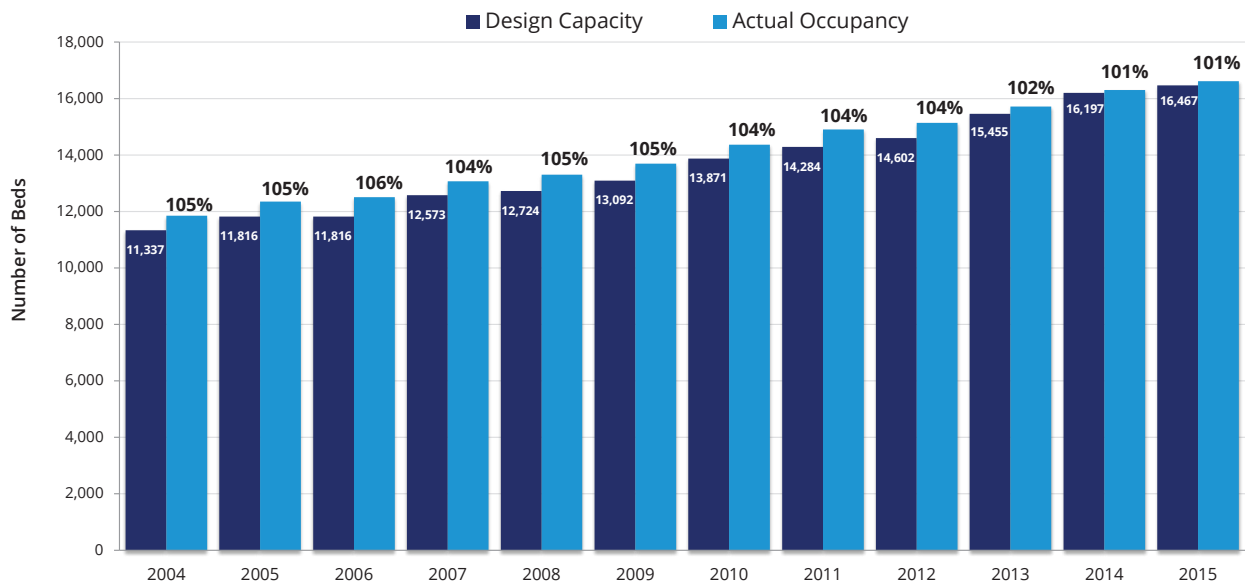
Supply. The MSCBA has added about 6,600 beds since 2002, which includes about 1,000 beds added between Fall 2013 and Fall 2015. In Fall 2015, there were about 300 additional beds under construction, and 150 being studied or planned, to address documented ongoing capacity need. Projects under construction 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. System-wide housing occupancy has been consistently higher than design capacity, from 105% in 2005 through 102% in 2013. The focus on ensuring additional housing capacity on the campuses has meant that occupancy and capacity are now converging. In Fall 2015, system-wide occupancy is 101% of design capacity, evidence of continuing steady demand for the MSCBA's housing. (See Figure 5.)

Figure 5

Housing Occupancy, State University System, Fall 2004-2015

Source: MSCBA, Summer 2016



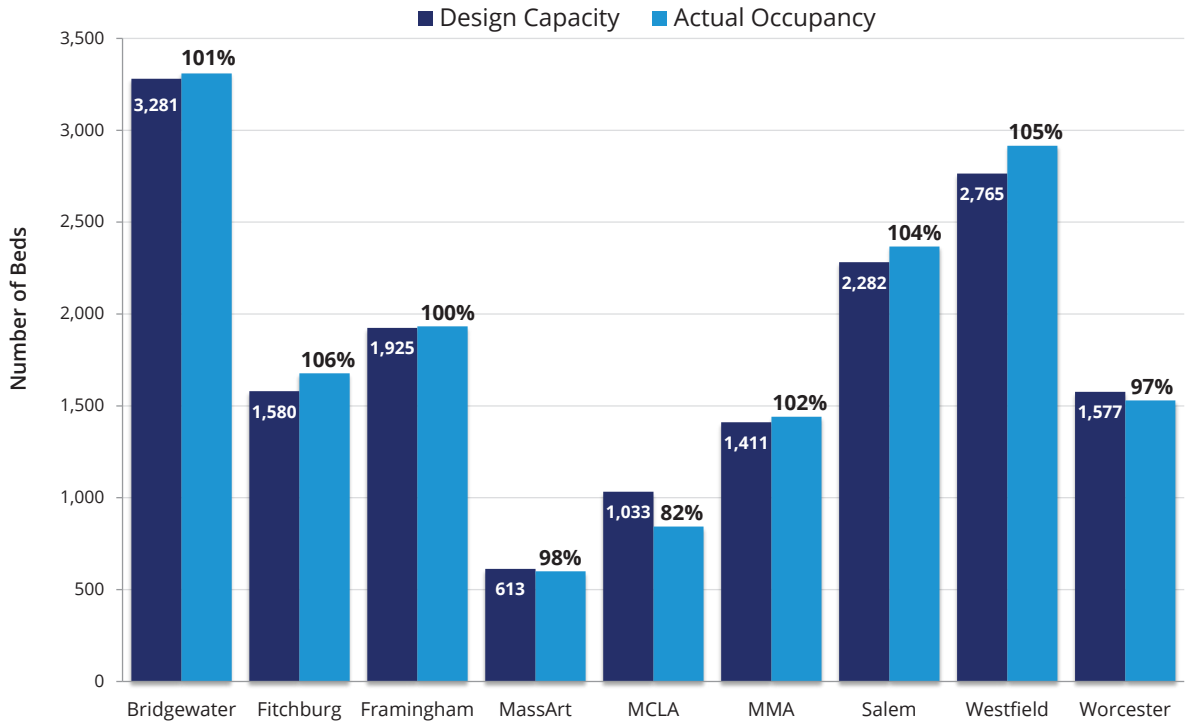
Note: For MassArt, Actual Occupancy and Design Capacity take into account only the number of MassArt students living in rooms designated for MassArt students.

Occupancy rates vary at individual institutions. At most institutions, the occupancy rate remained above 100% in Fall 2013. In Fall 2015, five of the nine State Universities are above 100% capacity, although the crowding at some schools should be relieved by new projects in design or construction. (See Figure 6.)

Figure 6

Housing Occupancy by School, Fall 2015

Source: MSCBA, Summer 2016



Note: Occupancy and Design Capacity for MassArt take into account only the number of MassArt students living in rooms designated for MassArt students.

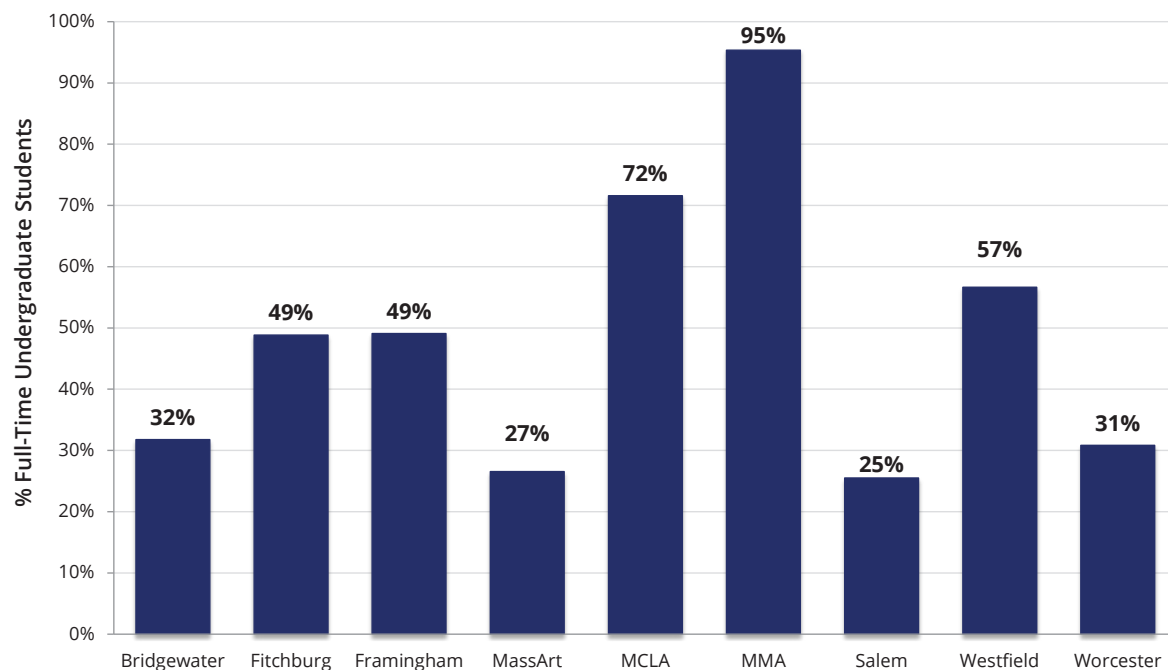
Capacity. In Fall 2005, when the long-range housing capacity program was established,¹ housing design capacity varied by institution from 25% of full-time undergraduates at Salem State University, to 95% of the full-time undergraduate cadets at the Massachusetts Maritime Academy. (See Figure 7.)

The focus on ensuring additional housing capacity on the campuses has meant that occupancy and capacity are now converging.

Figure 7

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

Source: MSCBA, Fall 2014



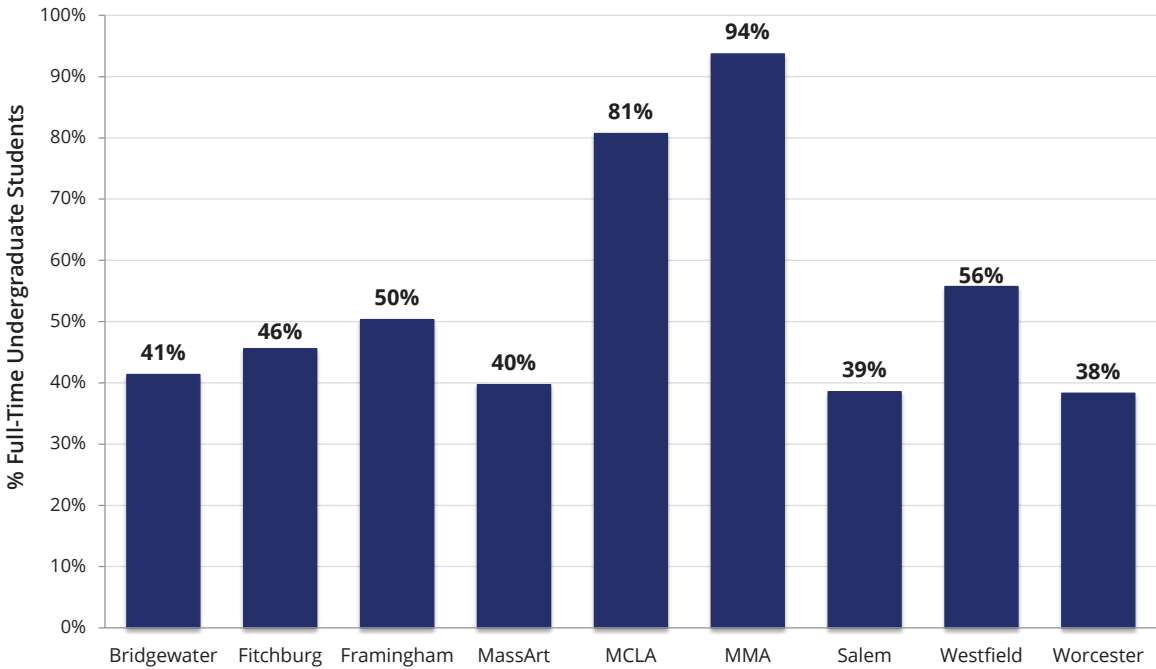
¹ See Section 1: Chapter 3, Table 1.

Since Fall 2005, the MSCBA increased the overall bed capacity at the State Universities, but the full-time undergraduate student population also grew. Schools that were able to take advantage of new housing on campus between Fall 2013 and Fall 2015, such as Massachusetts Maritime Academy, Salem State and Worcester State, were able to increase their overall housing design capacity as a percentage of full-time undergraduates. While housing design capacity varies significantly by institution, between Fall 2013 and Fall 2015, Massachusetts Maritime Academy increased its housing design capacity from 83% to 94%; Salem State increased its housing design capacity from 33% to 39%, and is now investigating additional housing; and Worcester State increased its housing design capacity from 29% to 38%. (See Figure 8.)

Figure 8

Housing Design Capacity as Percentage of Full-Time Undergraduates by School, Fall 2015

Source: MSCBA and Mass DHE, Summer 2016

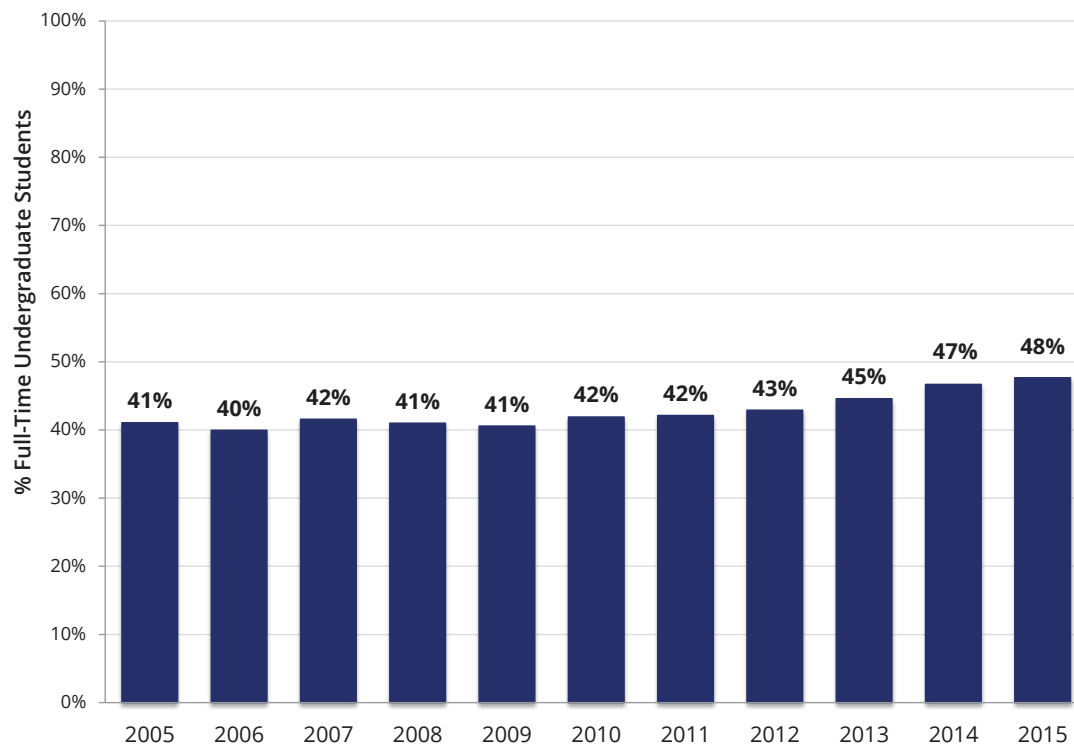


From Fall 2005 to Fall 2013, with the construction of new beds, the MSCBA increased system-wide housing design capacity from 41% of full-time undergraduates to 45%, and in Fall 2015, capacity rose to 48%. (See Figure 9.)

Figure 9

System-Wide Housing Design Capacity as Percentage of Full-Time Undergraduates, Fall 2005-2015

Source: MSCBA, Summer 2016

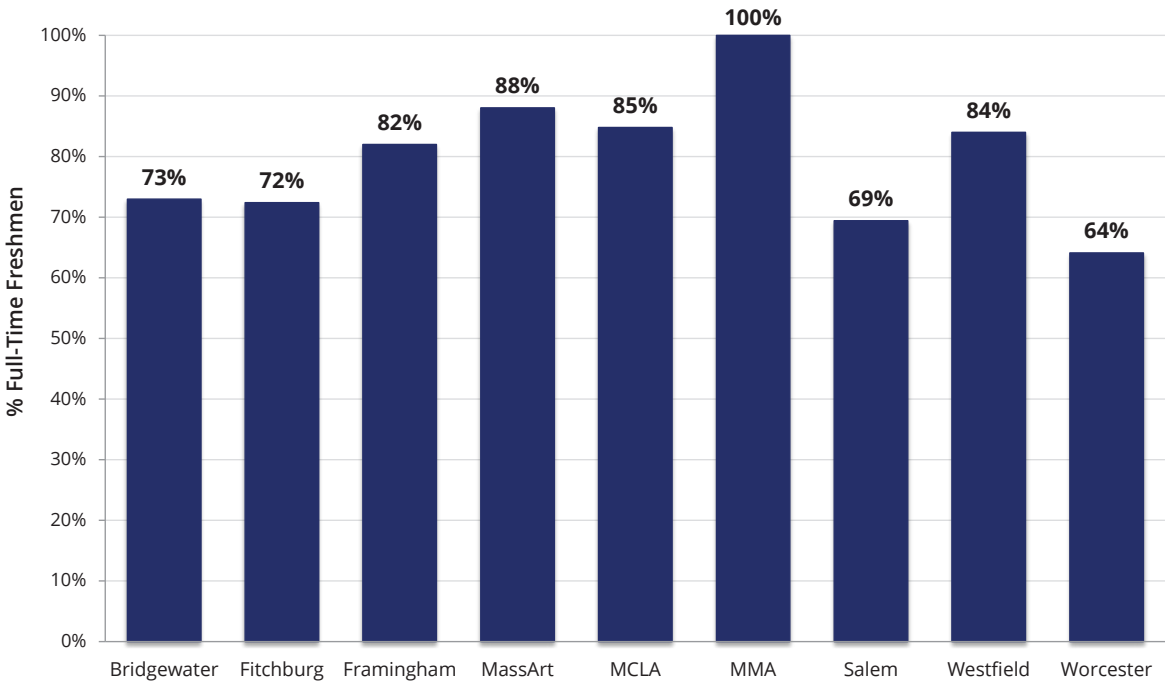


Residential Life Mission. Institutions utilize their residential life program to prepare new students for a successful academic and campus experience. In Fall 2015, over 60% of full-time Freshmen were housed at each institution, and five schools housed over 80%. (See Figure 10.)

Figure 10

Percentage of First-Time, Full Time Freshmen Housed On-Campus by School, Fall 2015

Source: Massachusetts State Universities, Summer 2016



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 2016 ROOM RATES²

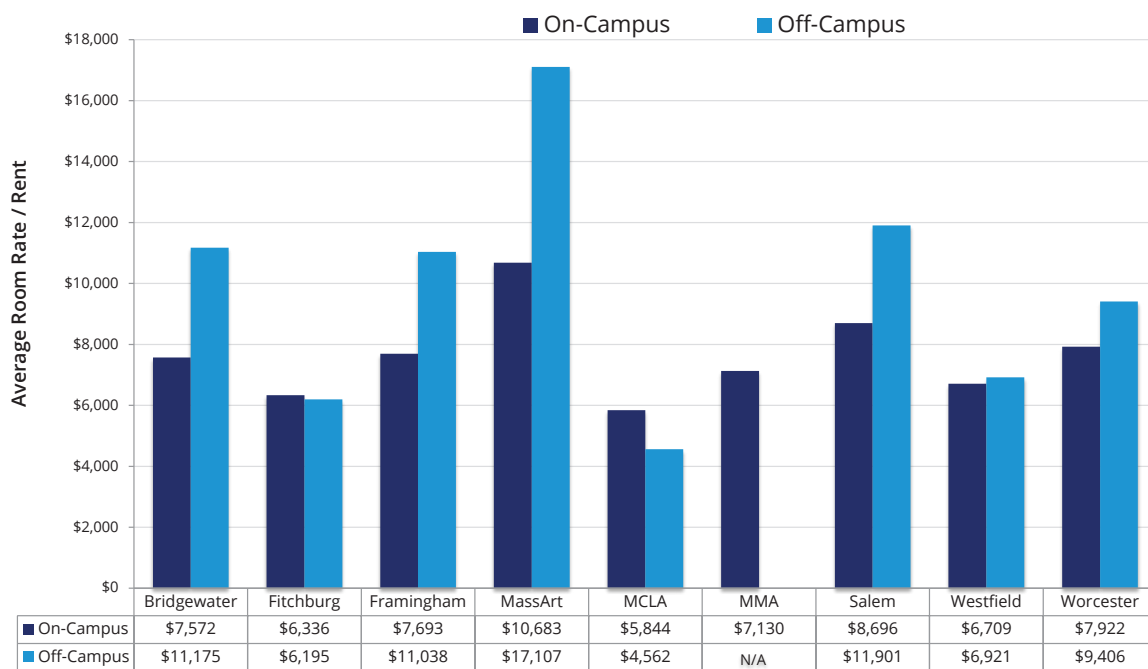
The cost of housing is a key piece of the MSCBA housing program. Room rates must be set at affordable levels to encourage students to live on-campus, but also to generate a sufficient revenue for overall operations. The MSCBA's average academic year rent for Fall 2015 is \$7,491 per bed for the 10-month academic year. This rate remains competitive to the peer institutions of the MSCBA.

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 and Fitchburg, 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, most Mass Maritime cadets reside on campus, so off-campus housing is not a significant factor 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 2016

Source: MSCBA, Summer 2016; market analysis, Summer 2016



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

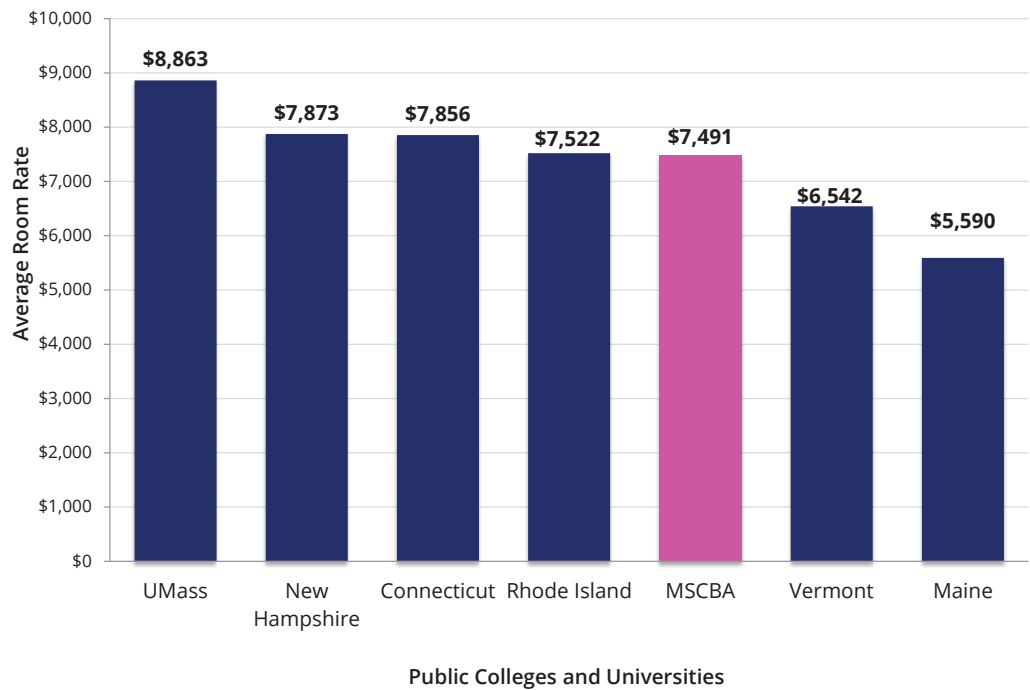
² The off-campus market analysis was conducted in the summer of 2016; campus room rates were collected for Fall 2016 in order to be comparable to the off-campus analysis.

The average MSCBA room rate is lower than the average of public universities in Rhode Island, New Hampshire, Connecticut, and the UMass system; the average MSCBA room rate is higher than public rates in Vermont and Maine (as was the case in the 2014 update). (See Figure 12.)

Figure 12

Average Room Rate: MSCBA vs. Northeast Public Colleges and Universities, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



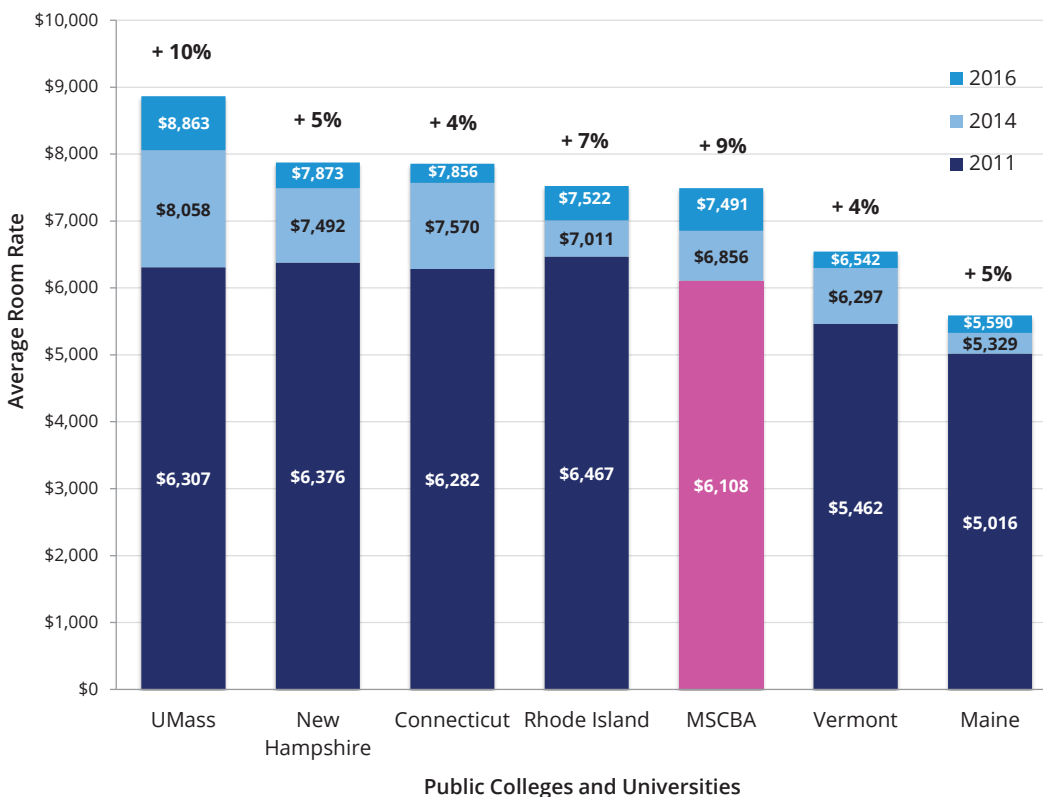
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

From Fall 2011 to Fall 2014, the average room rate increased at all of the public college and university systems in the Northeast (as noted in the 2014 update). From Fall 2014 to Fall 2016, for each school system, the average room rate has increased, but by smaller percentage changes than previously. This recent increase ranges from 4% at Connecticut and Vermont public colleges and universities, up to 10% for the UMass system. The MSCBA room rate increase during this time was 9%. (See Figure 13.)

Figure 13

Average Room Rates, Fall 2011, 2014 and 2016, and Percentage Increase Fall 2014 to Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



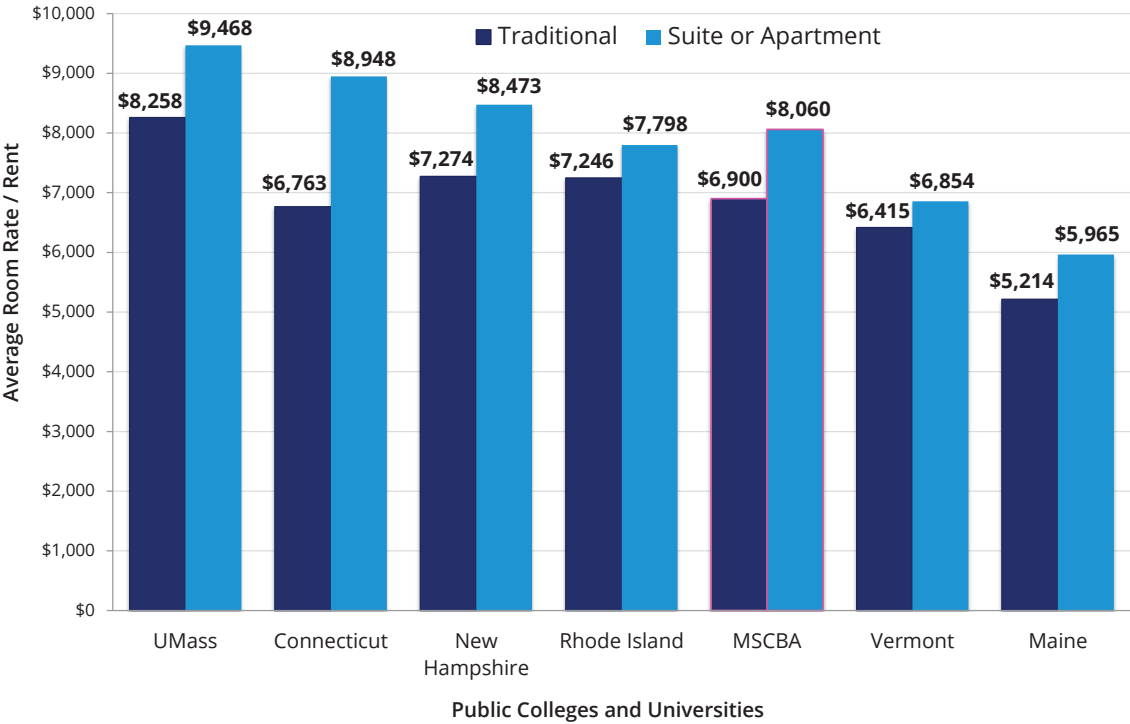
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; average room rates for all other schools are unweighted.

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 2016, the MSCBA average traditional dormitory room rate is \$6,900, and the suite/apartment room rate is \$8,060, 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, Traditional vs. Suites and Apartments:
MSCBA vs. Northeast Public Colleges and Universities, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016

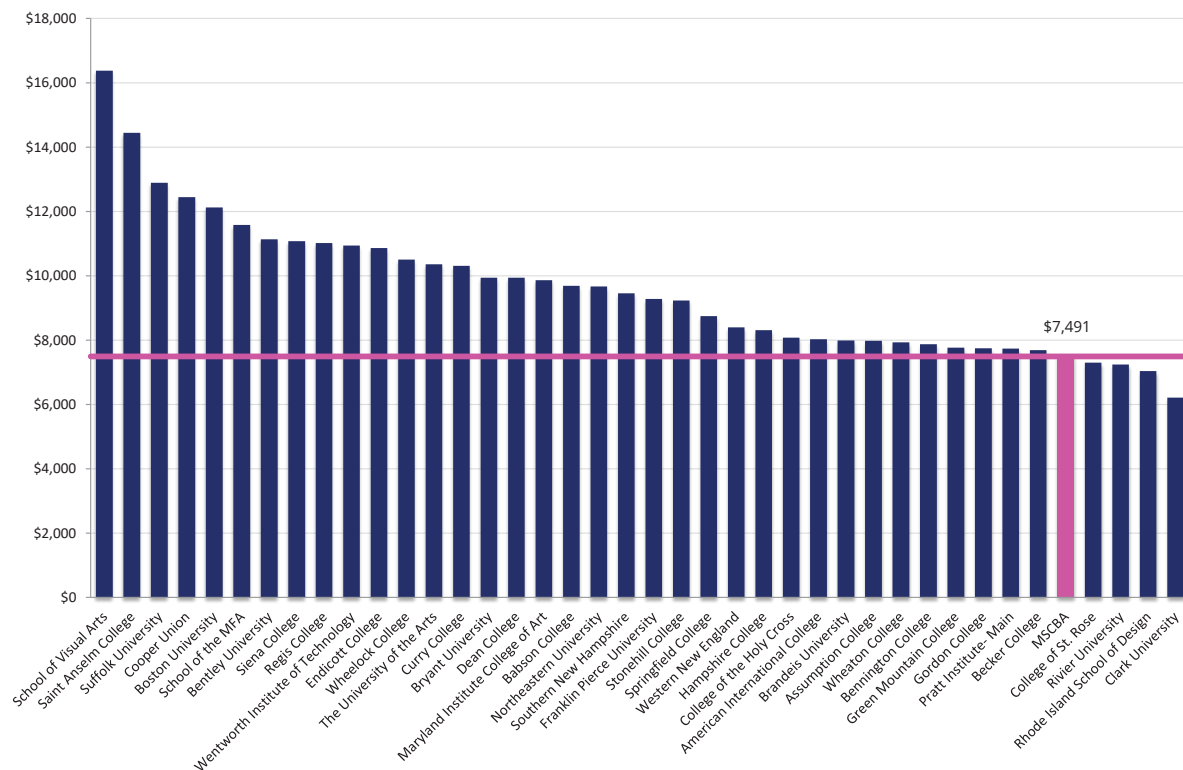


The MSCBA room rate is near the low end of the scale compared to regional private institutions. With their many new and renovated state-of-the-art residence halls, the well-priced State University housing system provides particularly excellent value compared to regional private institutions. (See Figure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

Figure 15

Average Room Rate: MSCBA vs. Regional Private Schools, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



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 population of 12th graders is projected to decrease in the long-term, 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.

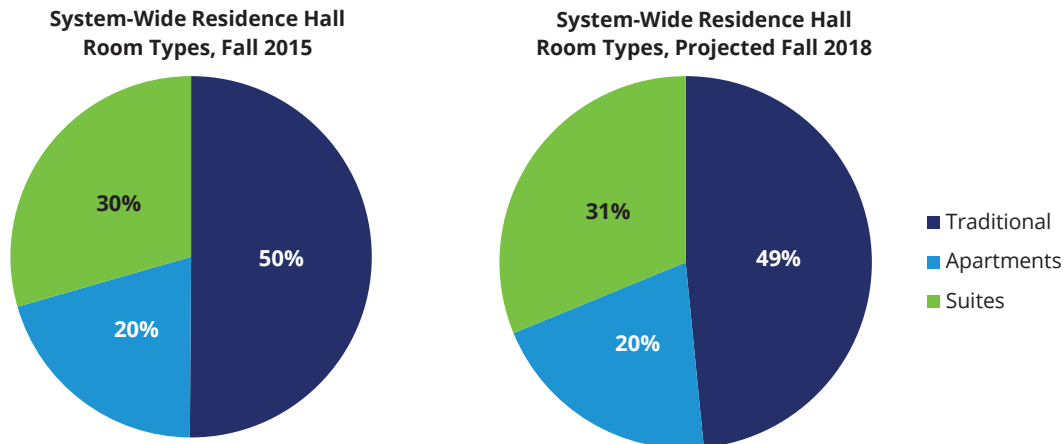
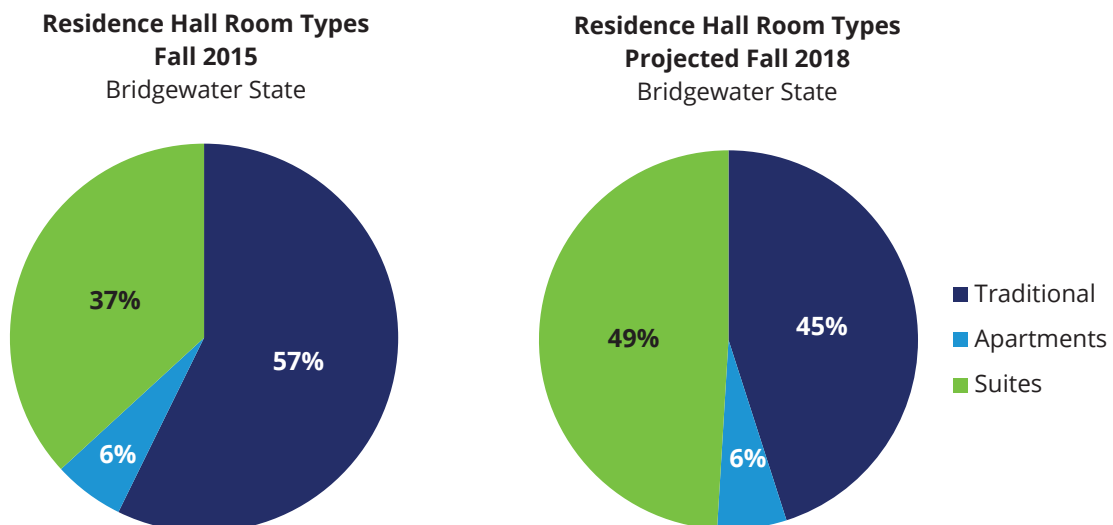
A range of housing configurations provides a diversity of community and privacy appropriate for varying levels of student development and preferences. Traditional aged (18-24) undergraduates classically transition during their college years from adolescence to adulthood, often reflected in growing independence 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, although some may desire on-campus options for convenience and for a closer connection to the campus community.

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.

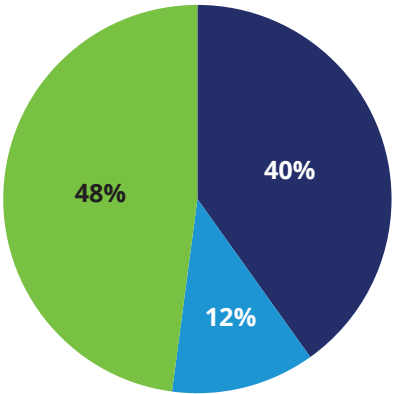
Suites, in various configurations, provide housing between the high level of community found in traditional housing and the high level of privacy typical of apartments.

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

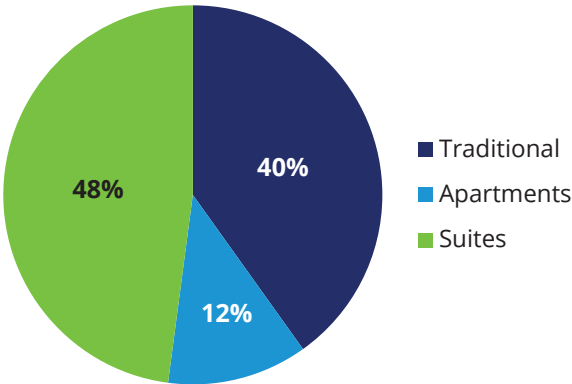
The recent and projected MSCBA projects will increase portfolio diversity, giving more weight to suites and apartments over traditional dormitory rooms. *(See Figures 16 and 17.)*

Figure 16**Current and Proposed State University System Housing Portfolio by Room Type***Source: MSCBA, Summer 2016***Figure 17****Room Type: Current and Proposed Housing Portfolio by School***Source: MSCBA, Summer 2016*

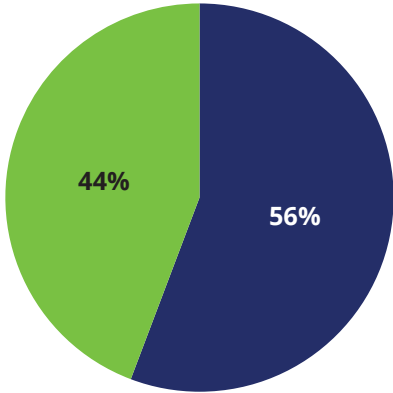
Residence Hall Room Types
Fall 2015
Fitchburg State



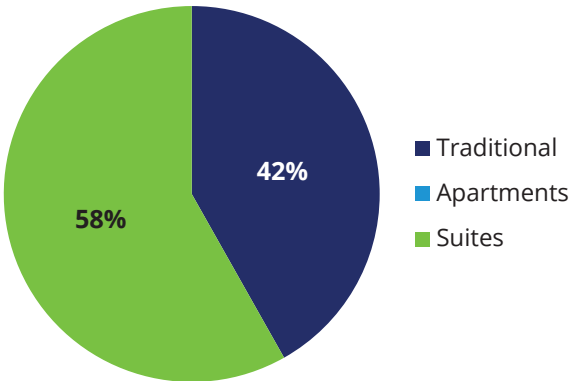
Residence Hall Room Types
Projected Fall 2018
Fitchburg State



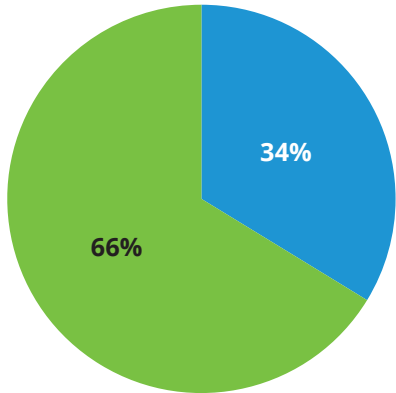
Residence Hall Room Types
Fall 2015
Framingham State



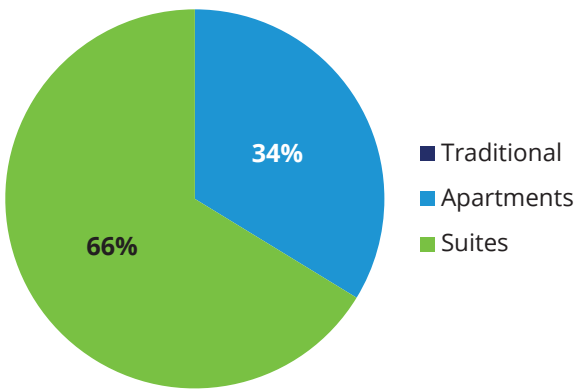
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Projected Fall 2018
Framingham State



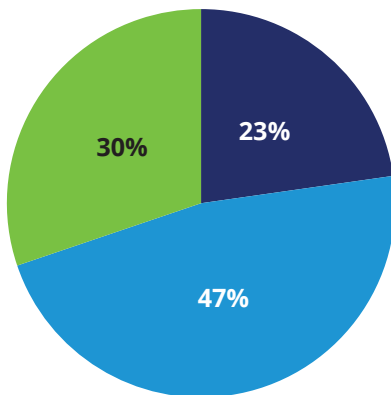
Residence Hall Room Types
Fall 2015
MassArt



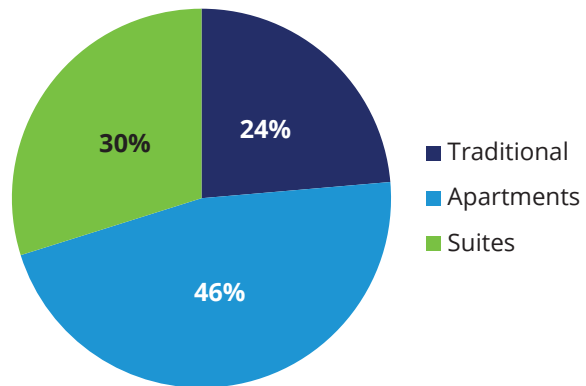
Residence Hall Room Types
Projected Fall 2018
MassArt



Residence Hall Room Types
Fall 2015
MCLA

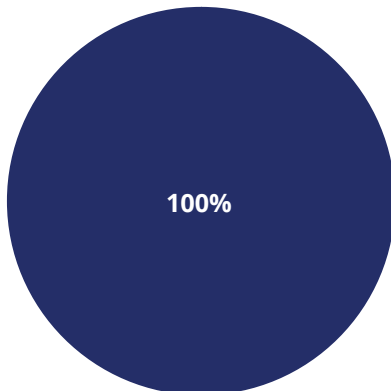


Residence Hall Room Types
Projected Fall 2018
MCLA

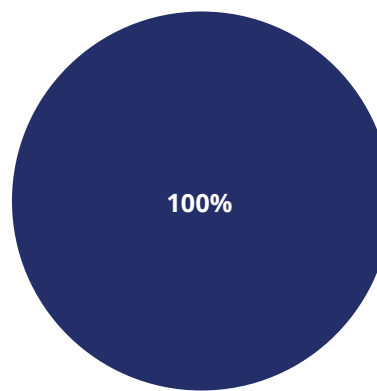


■ Traditional
■ Apartments
■ Suites

Residence Hall Room Types
Fall 2015
Mass Maritime

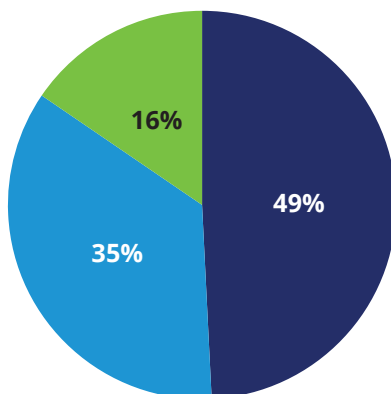


Residence Hall Room Types
Projected Fall 2018
Mass Maritime

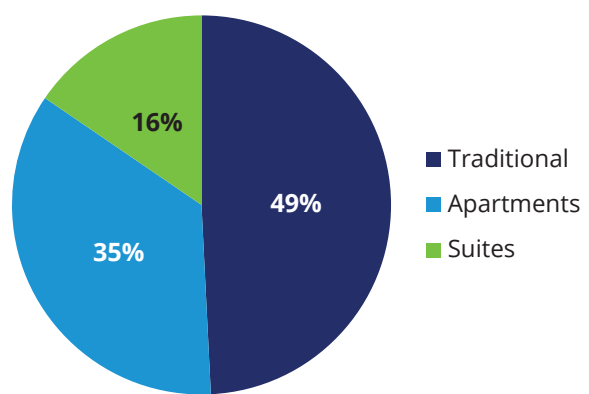


■ Traditional
■ Apartments
■ Suites

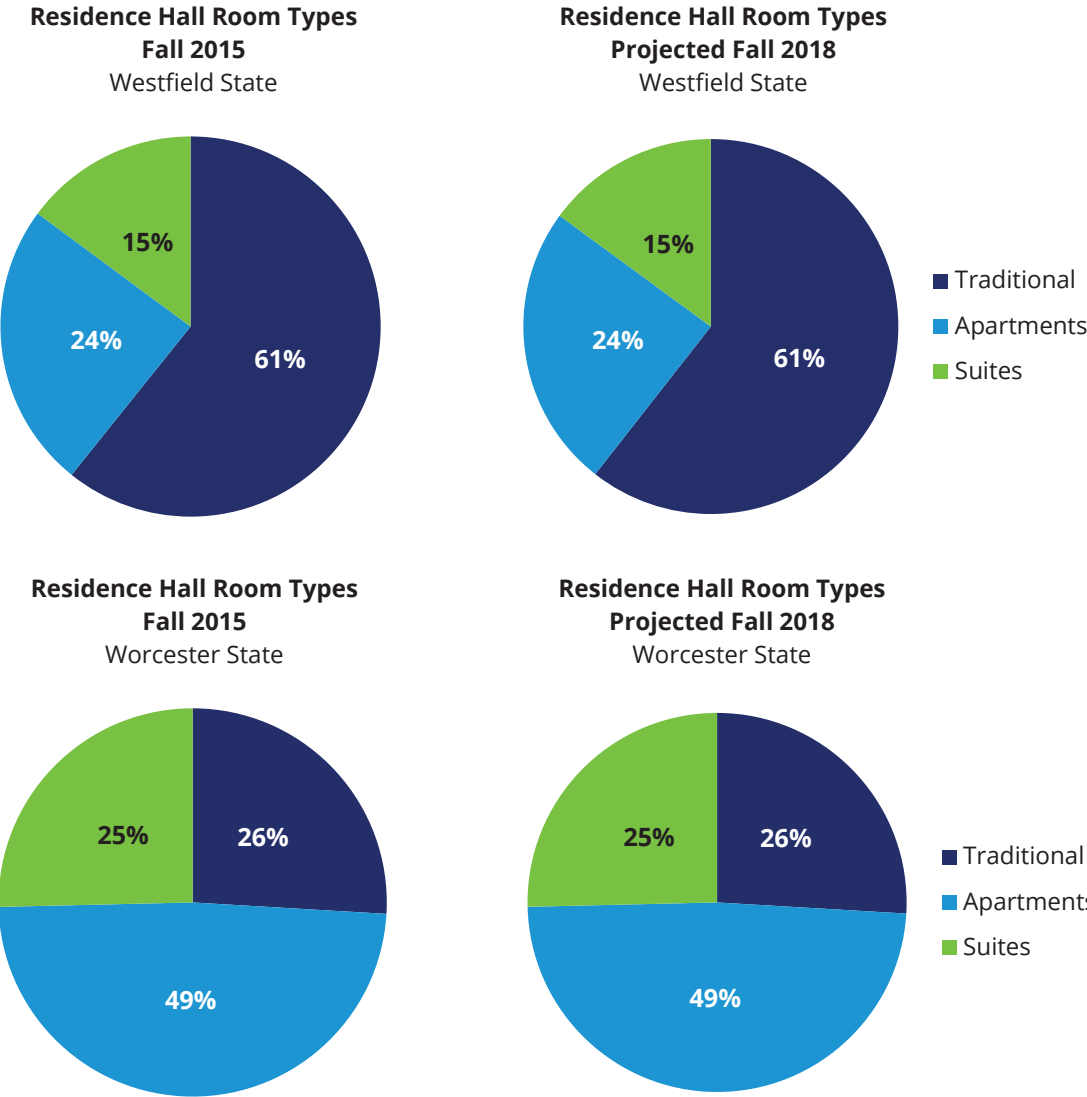
Residence Hall Room Types
Fall 2015
Salem State



Residence Hall Room Types
Projected Fall 2018
Salem State



■ Traditional
■ Apartments
■ Suites



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 6,600 beds of the Fall 2015 system bed count of almost 16,500 (an increase in total beds of 67%). During that same period of time, well over 10,000 beds within the MSCBA's housing portfolio have been renewed or upgraded in some manner. In addition, a new residence hall at Framingham State will add 316 new beds when it is occupied in Fall 2016.

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. Between 2000 and 2013, deferred maintenance was reduced from \$61.1M to \$13.2M; as of Fall 2015, it is further reduced to \$6.8M, resulting in a much-improved condition of the MSCBA's housing stock.

Each campus has recently completed renovation or construction projects, or has projects underway or anticipated. Planning studies for potential new housing are being conducted at Salem State and Mass Maritime.

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 the requirements of a greater number of students living on campus.

There is potential for the MSCBA 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 in demand from the nine State Universities. In recent fiscal years, 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 2015, approximately 8% of students received 21% of their housing costs through this program. The program will provide \$2M in housing financial aid in Fiscal Years 2016 and 2017.

CONCLUSION

In 2016, and since the last strategic plan update in 2014, the MSCBA finds itself in a good position vis-a-vis its long-range housing capacity program. Despite the long-term concern about diminishing high school student populations, the full-time undergraduate enrollment at the State Universities has remained stable, and it is the full-time students who are the MSCBA's principal 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, and non-housing additions or renovations, and, at some institutions, dining and parking, to support new residential capacity. The MSCBA will proceed cautiously going forward as the next decade determines whether there will be a decline in full-time students, or continued growth.

CHAPTER 2: FACTORS AFFECTING ENROLLMENT

INTRODUCTION

The prime catalyst for the MSCBA long-range strategic housing program established in Fall 2005 was to match the housing capacity at each State University to the demand for on-campus housing predicted for the next decade. This section provides updated demographic trends, and other factors that influence 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.

According to the 2012 WICHE report, the public and private high school graduate population across the U.S. hits a low point in 2013-2014, then begins a new cycle of slow growth, with a jump in 2024-2025, followed by a decline through 2027-2028.¹

As WICHE describes, 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. 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%.

For Massachusetts, WICHE projected a steady decline from its peak enrollment of 76,050 in 2007-2008. In 2027-2028, WICHE's projected enrollment of 63,691 would be similar to the 1999-2000 and 2000-2001 levels. The previous 2014 report provided a detailed description of these demographic trends and projections. As we will discuss, within Massachusetts, revised local population projections run counter to the earlier WICHE projection of decline.

ENROLLED 12TH GRADERS IN MASSACHUSETTS PUBLIC HIGH SCHOOLS

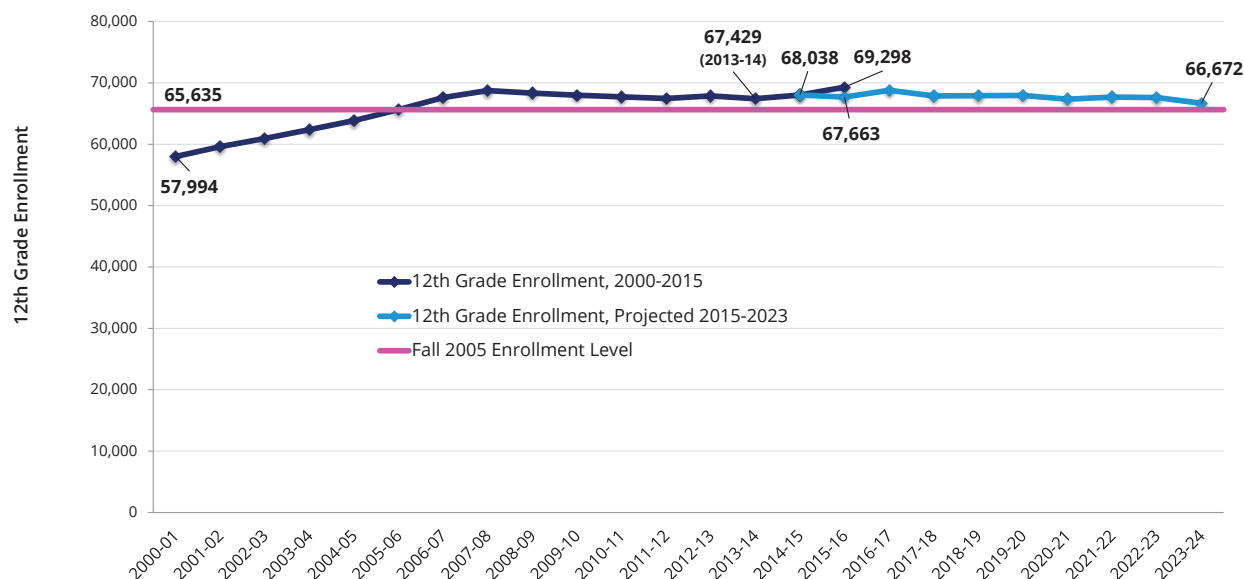
The Massachusetts Department of Elementary and Secondary Education (DOE) assembled actual numbers of 12th grade public high school enrolled students through 2014-2015, and projections through 2023-2024. The DOE recorded a peak in enrollment in 2007-2008, after which it projected a decline to 67,663 students in 2015-16, and a further decline through 2023-24. In actuality, however, 12th grade public enrollment has grown by 3%, from 67,429 in 2013-2014, to 69,298 in 2015-2016. (See Figure 1.)

¹ Western 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

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

Source: Massachusetts Department of Elementary and Secondary Education, Summer 2016



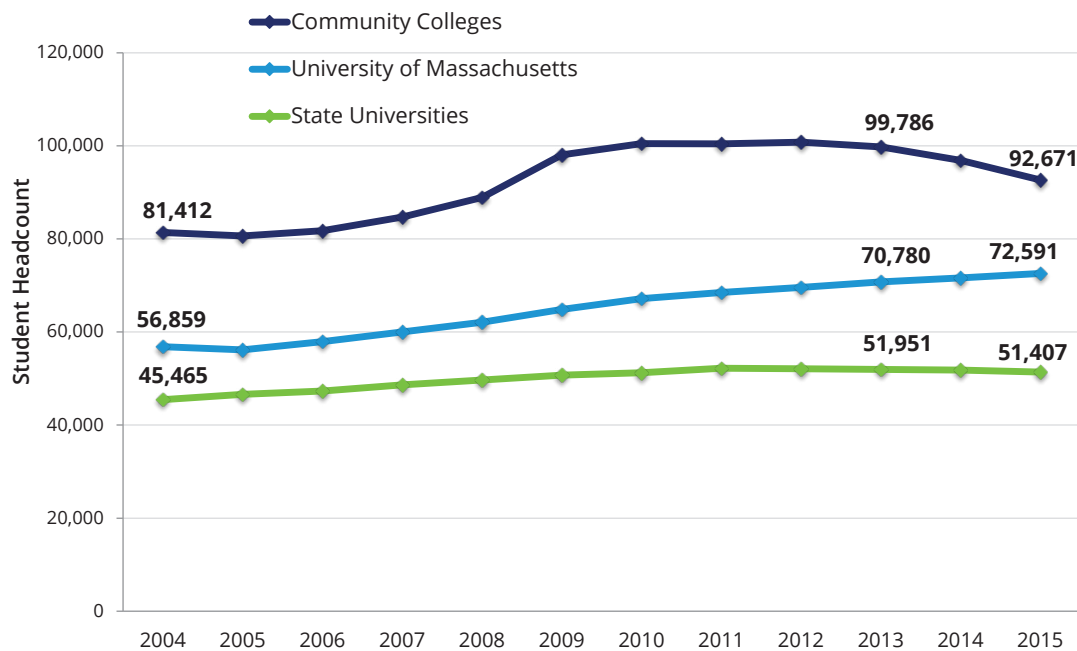
This current level of enrollment is higher than the Fall 2005 enrollment of 65,635, which was the basis year for the MSCBA's long-range goal to house 50% of the full-time Fall 2005 undergraduate enrollment.

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. There have not been updates to projections since the 2014 report. Note, even among population experts, there is a great deal of uncertainty about the short-term and long-term estimate of the base college-age population. At the time of the 2014 update, there was a consensus that there would be a decline; in actuality, the decline has differed between UMass, community colleges, and State Universities.

Higher Education Forecasts. From Fall 2013 to Fall 2015, enrollment has declined overall by 2.6%. By level, enrollment has declined by 7% at Massachusetts community colleges; declined by 3% at State Universities; and increased by 3% at UMass. (See Figure 2.)

Figure 2**Massachusetts Public Higher Education Enrollment, Fall 2004-2015**

Source: Mass DHE 2016



In 2013, the Donahue Institute developed baseline university projections for Massachusetts; these projections indicated there would be a decline in undergraduate enrollment at the State Universities beginning in 2014. Due to unanticipated growth of the Massachusetts population (resulting from natural increase and positive net migration), the Donahue Institute then updated their projections, which now indicate an increase in undergraduate enrollment at the State Universities beginning in 2014.²

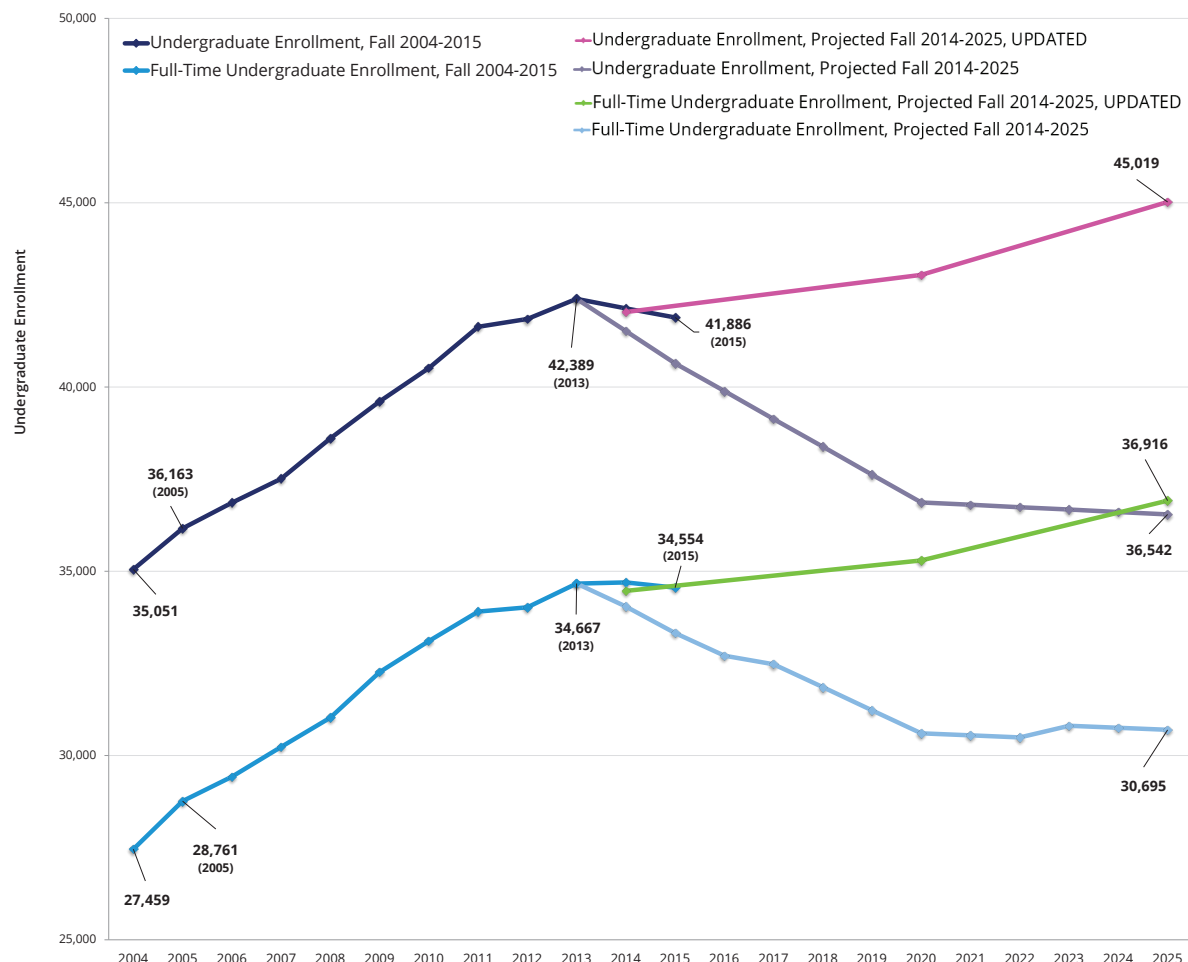
Starting with the 2013 Donahue Institute baseline and updated university projections for Massachusetts, and then incorporating information on the historical percent of undergraduates in the State University system who are full-time, a projection was created of the full-time undergraduate student population 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 remain at 82% between Fall 2013 and Fall 2025.

The Fall 2015 State University actual undergraduate enrollment is higher than the baseline projection for both undergraduate enrollment and full-time enrollment. From Fall 2013 to Fall 2015, actual full-time undergraduate enrollment declined only 0.3%, versus the 4% projected baseline decline. The actual full-time Fall 2015 enrollment is 20% greater than the Fall 2005 base year. (See Figure 3.)

² UMass Donahue Institute, "Long-term Population Projections for Massachusetts Regions and Municipalities," Hadley, MA: March 2015, accessed 2016, http://pep.donahue-institute.org/downloads/2015/new/UMDI_LongTermPopulationProjectionsReport_2015%2004%20_29.pdf.

Figure 3**MSCBA System Undergraduate Enrollment, Actual (Fall 2004 through Fall 2015) and Projected (Fall 2014 through Fall 2025)**

Source: UMass Donohue Institute and Demographic Perspectives, Summer 2016



OTHER FACTORS AFFECTING MASSACHUSETTS COLLEGE ENROLLMENT

Demographic projections of Massachusetts 12th graders, high school graduates, and the projected college-age population indicated that these populations would decline in the long term; but, in the short term, across the board, actual numbers are higher than the projections. This section highlights 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

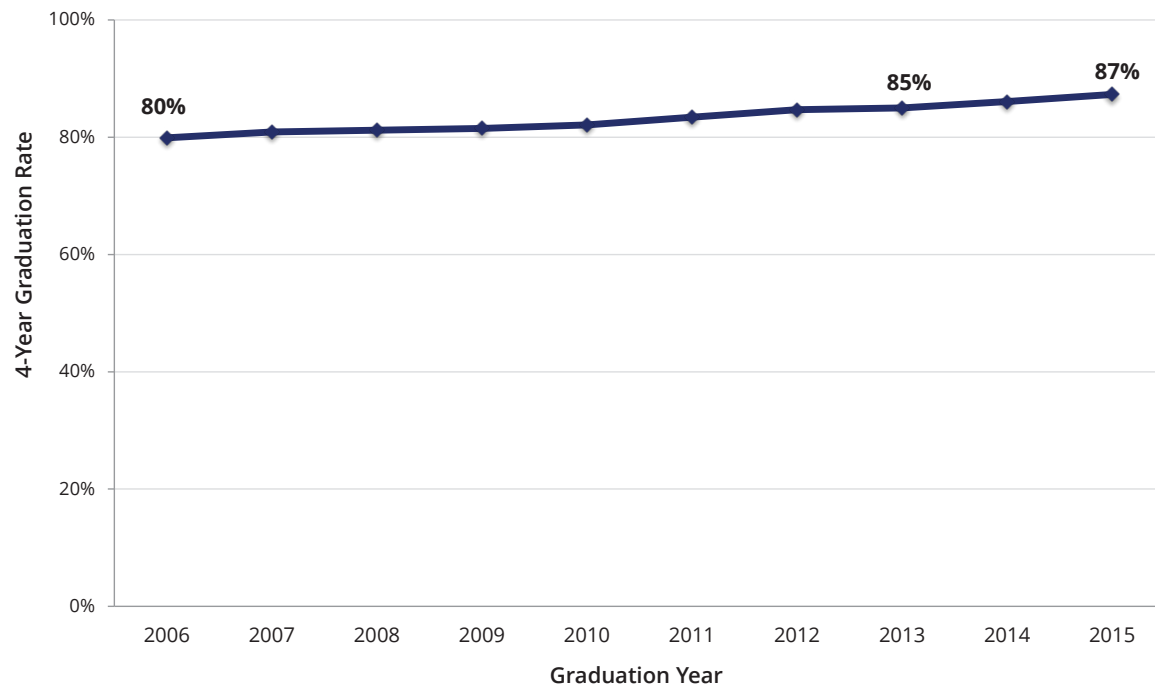
High School Graduation Rate. The four-year graduation rate from Massachusetts public high schools continues to rise, increasing from 85% in 2013 to 87% in 2015. Throughout Massachusetts, there continue to be efforts to keep students in school through high school completion. Some initiatives that have been employed include early identification of students at risk for dropping out, the provision of academic and social/emotional supports for students, developing flexible pathways to

graduation, which might include online coursework, and The Impact of Dropping Out Flyer Program that communicates the negative consequences of not finishing school. One recent initiative that has helped provide successful strategies to increase high school graduation rates and reduce dropout rates is The Massachusetts High School Case Study Project 2015. This research project studies and profiles three Massachusetts high schools: Malden High School, Turners Falls High School in the Gill-Montague School District, and West Springfield High School, that have made notable progress on this front.³ (See Figure 4.)

Figure 4

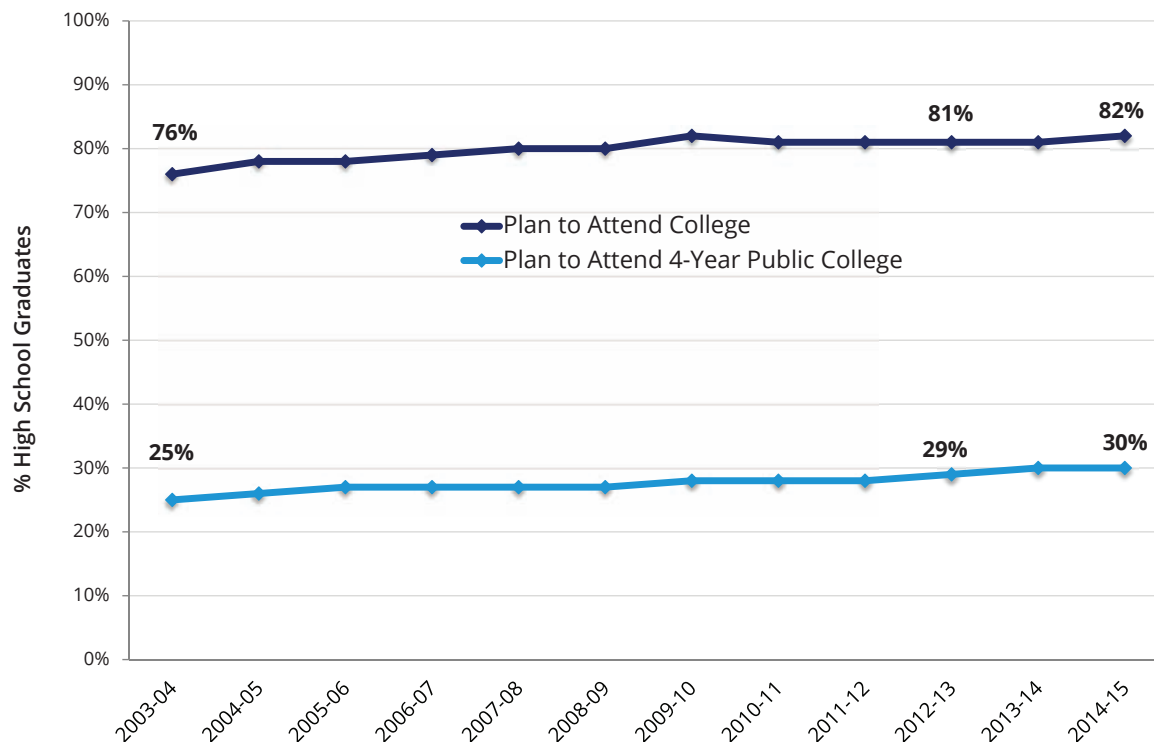
Four-Year Graduation Rate from Massachusetts Public High Schools, 2006-2015

Source: Massachusetts Department of Elementary and Secondary Education, Summer 2016



Graduation Plans. Over the past decade, the percent who plan to attend college has continued to grow steadily, increasing from 76% of the public high school students graduating in Spring 2004, to 82% of the Spring 2015 graduates. 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) increased from 25% of the public high school Class of 2004, to 30% of the Class of 2015. (See Figure 5.)

³ Massachusetts Department of Elementary and Secondary Education, "Dropout Reduction: Prevention, Intervention, and Recovery," Malden, MA: last modified December 24, 2015, accessed 2016, <http://www.doe.mass.edu/dropout/>.

Figure 5**Graduation Plans of Massachusetts Public High School Graduates, 2004-2015***Source: Massachusetts Department of Elementary and Secondary Education, Summer 2016*

Thus, despite the projected long-term decline in the pool of 12th graders in Massachusetts, the actual data show an increased 12th grade enrollment, an increased proportion graduating from high school, an increased expression of interest in attending college, and of those indicating that they would choose four-year public colleges; and, to date, a stable number of first-time, full-time Freshmen at the State Universities.

COLLEGE ENROLLMENT

Value of a College Education. Overall, the economic outlook for Massachusetts continues to be strong.

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. Massachusetts Board of Higher Education Commissioner, Carlos Santiago, expressed in a 2014 report “that the overall enrollment dip does give us cause for concern because the Commonwealth is already experiencing significant shortages of college-educated residents needed to fill jobs in high-demand fields... With a shrinking high school population and looming retirements, we will need to work

harder and smarter to increase the pool of potential college graduates in the coming years.”⁴ As cited in the 2014 report, 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 2020.⁵

Full-Time Students. During the past decade, the national percent of college students who are studying full-time has increased. In the Massachusetts State University system, the percent of undergraduate students who are enrolled full-time rose from 78% in Fall 2004, to 82% in Fall 2013, and has remained constant at 82% in Fall 2015. (See Chapter 1, Figure 4.)

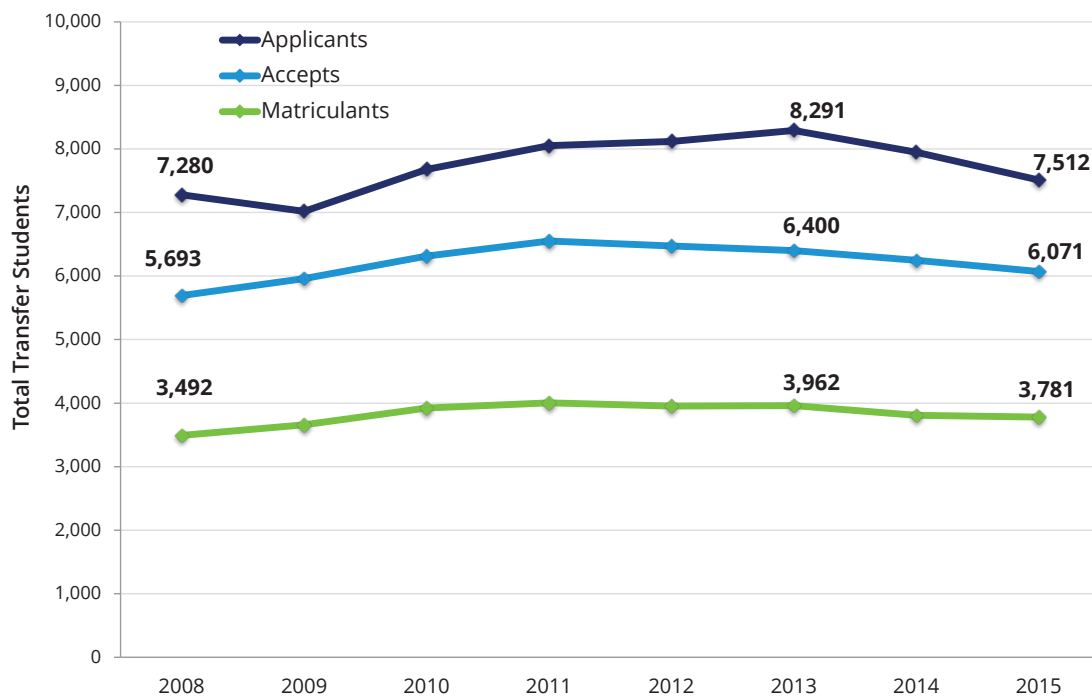
The 2014 report summarizes the many factors that explain students’ increased interest in studying full-time such as expansion of financial aid and programs such as the Massachusetts State University Internship Incentive Program that allow students a cost-effective means to obtain work experience related to their academic program and earn wages. Schools also accommodate full-time working students by offering flexible academic scheduling and online courses.

Transfer Students. Since Fall 2013, the number of transfer applicants, acceptances, and matriculants to Massachusetts State Universities declined. The number of applicants declined 9%, and the number of acceptances declined 5%. There were 181 fewer matriculants, a decline of 5%, from 3,962 students in Fall 2013, to 3,781 in Fall 2015. The transfer student population includes students who were previously at community colleges and four-year institutions, as well as in-state and out-of-state. (See Figure 6.)

Figure 6

Transfer Students to Massachusetts State Universities, Fall 2008-2015

Source: Massachusetts State Universities, Summer 2016



⁴ Matt Rocheleau, “Enrollment Drops Slightly at Mass. Public Colleges,” *Boston Globe*, October 27, 2015.

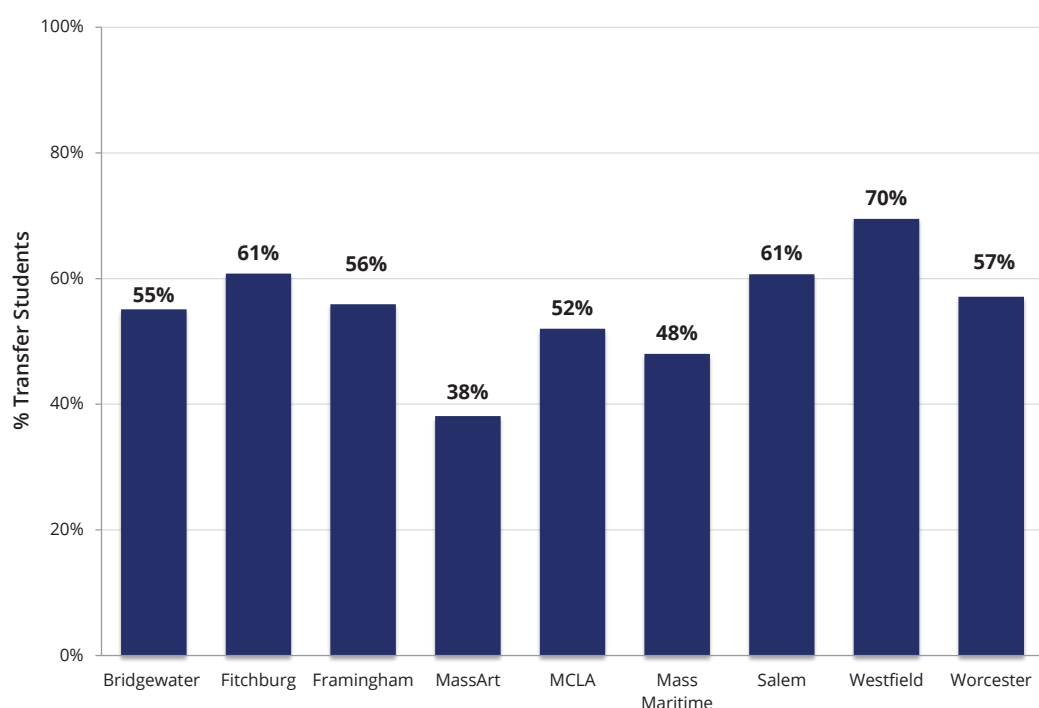
⁵ Massachusetts Department of Higher Education, “Degrees of Urgency: Why Massachusetts Needs More College Graduates Now,” Boston: October 2014, accessed 2015, <http://www.mass.edu/visionproject/degreesofurgency.asp>.

In Fall 2015, 61% 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 projections anticipate a downturn in the number of students attending Massachusetts Community Colleges, and this will affect the supply of potential transfer students. (See Figure 7.)

Figure 7

Percentage of Incoming Transfer Students to Massachusetts State Universities Transferring from Massachusetts Community Colleges, Fall 2015

Source: Mass DHE, Summer 2016



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.⁶ To help appeal to transfer students and ease their transition, State Universities may choose to explicitly incorporate specific, thorough housing information targeted to their needs within the general information provided to transfer students, ensuring that all aspects of their transition are well-coordinated.

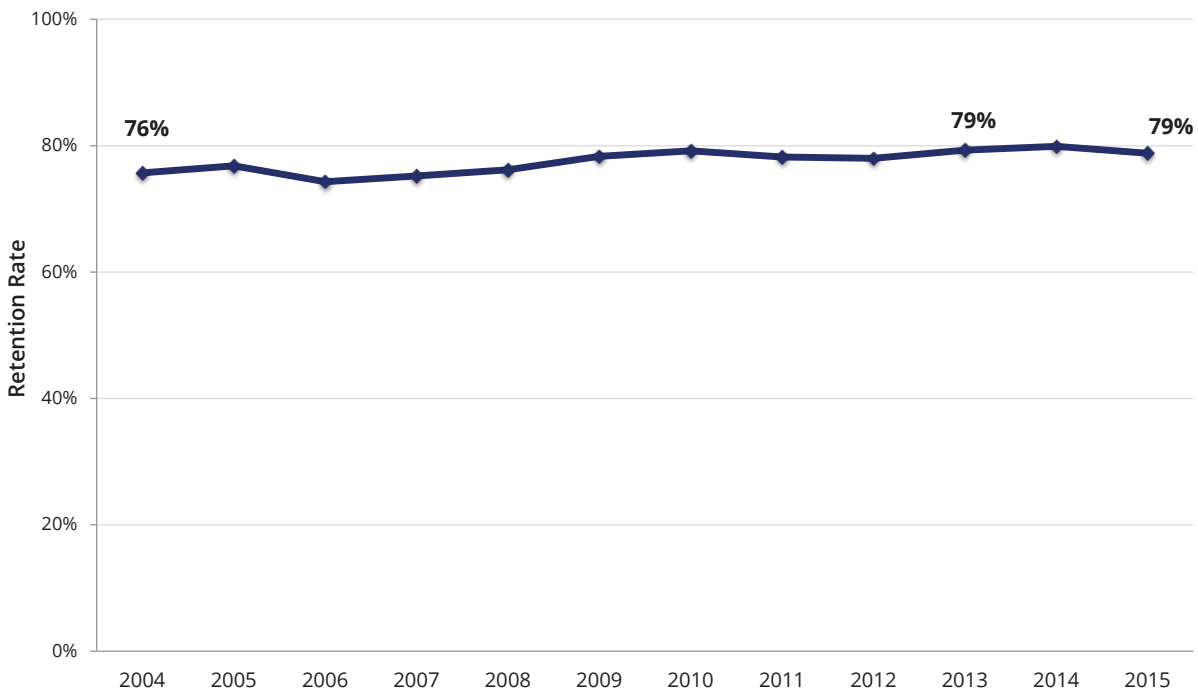
Retention. As reviewed in the 2014 report, the Massachusetts State University System has established retention programs to encourage students to complete their course of study in a timely manner.

⁶ Alexandra 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.

The proportion of State University Freshmen who went on to become Sophomores (the first-year retention rate) has grown since Fall 2004, and in Fall 2015 the retention rate was 79%. The State University retention rate trends slightly higher than the national rate: nationally, the retention rate was 77% in 2014.⁷ 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 8.)

Figure 8
First-Time, Full-Time Freshman Retention Rate, Massachusetts State Universities, Fall 2004-2015*

Source: Mass DHE, 2016



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

Enrollment of Non-Traditional Students. As discussed in the 2014 report, some schools have programs or initiatives to serve non-traditional students, such as on-site daycare and weekend classes. For Massachusetts veterans, all Massachusetts state colleges and universities offer a tuition waiver. UMass Amherst offers students 23 or older the opportunity to live on a separate, "typically quiet" dorm floor with year-round occupancy. To help meet the needs and preferences of the non-traditional student, Universities might explore demand for on-campus housing from non-traditional students.

⁷ Massachusetts Department of Higher Education Data Center, "State University First-Year Retention Rate (Fall to Fall) New First-Time, Full-time Degree-Seeking Students," Boston: last modified March 22, 2016, accessed 2016, <http://www.mass.edu/datacenter/success/SUFirstYrRetention.asp>.

DIVERSITY AND ENROLLMENT

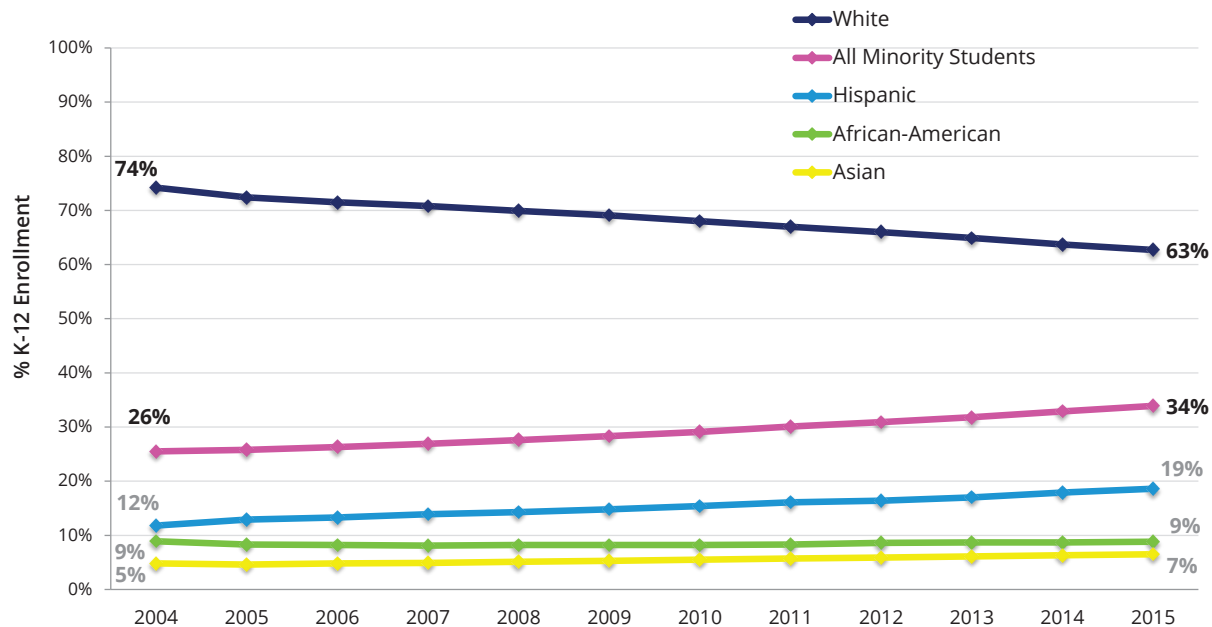
The racial/ethnic composition of the U.S. population is continually changing, and each racial/ethnic group has its own constellation of cultural, economic, educational, and occupational characteristics. From a planning point of view, it is important to take into account the differential college attendance 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 declined from 74% in Fall 2004 to 63% in Fall 2015. The Hispanic population saw the biggest growth over the decade, and, in Fall 2015, Hispanic students comprise 19% of all K-12 students, and more than half of the minority student population. (See Figure 9.)

Figure 9

Massachusetts Statewide Public K-12 Enrollment by Race/Ethnicity, Fall 2004-2015

Source: Massachusetts Department of Elementary and Secondary Education, Summer 2016



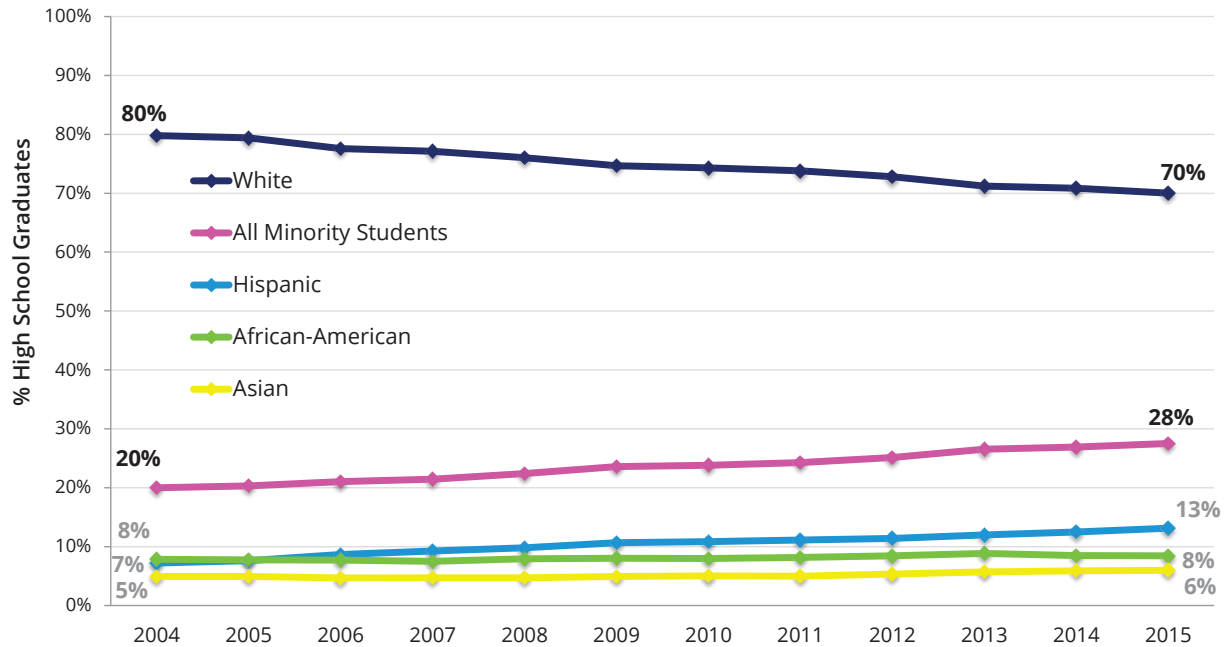
Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above). This report includes the percentage of enrollment by race/gender for all students in public schools and charter schools in the state. The information is as of October 1st of the school year selected.

Going forward, based on the trends from the K-12 data over the past decade, the minority portion of public high school graduates is expected to continue to increase. (See Figure 10.)

Figure 10

Massachusetts Public High School Graduates by Race/Ethnicity, Fall 2004-2015

Source: Massachusetts Department of Elementary and Secondary Education, Summer 2016



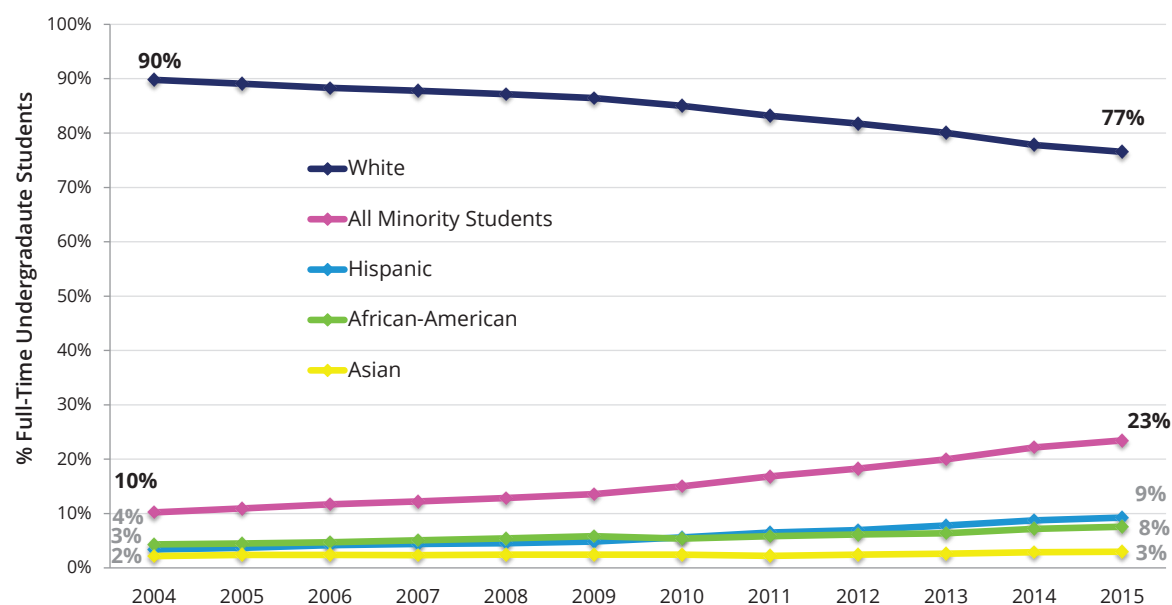
Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above,

Diversity College Enrollment Update. Massachusetts State Universities as well as community colleges are actively pursuing relationships with high schools and outreach to underrepresented populations. State Universities continue to recruit out of state, and employ additional initiatives to reach underrepresented populations. These strategies continue to be effective, as the percent of undergraduates at the State Universities who are minority has risen from 20% in Fall 2013 to 23% in Fall 2015. (See Figure 11.)

Figure 11

MSCBA System Full-Time Undergraduate Enrollment by Race/Ethnicity, Fall 2004-2015

Source: Mass DHE Special Calculation, 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

First-Generation Students. Throughout the nation, colleges and universities continue to recruit first-generation students.⁸ 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.

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.⁹

⁸ The 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/>.

⁹ Victor 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>.

Hispanic Students: Opportunities and Challenges. The Hispanic population is expected to continue to grow throughout the coming decades, in Massachusetts and in the nation as a whole. Massachusetts K-12 Hispanic public school enrollment grew from 17% of total enrollment in Fall 2013, to 19% in Fall 2015. Hispanic public high school graduates grew from 12% of total graduates in 2013, to 13% in 2015. At the State Universities, Hispanic student full-time enrollment grew from 8% of total enrollment in Fall 2013, to 9% in Fall 2015. Thus, as the cohort progresses from public high school to public university, the proportion of students who are Hispanic decreases. The higher proportion of elementary and high school students vs. college students who are Hispanic indicates that, although there is an increasing proportion of Hispanic college students, there is room for more growth.

Nationally, a body of research is building on the strategies that work best for recruiting and retaining Hispanic students at the college level.¹⁰ Many of the State Universities have targeted recruitment efforts for Hispanic students, which include focusing on high-density geographic areas and high schools, and working with Hispanic community organizations.

LOOKING FORWARD

Projections of the feeder populations to the Massachusetts State Universities, (K-12 population, 12th grade enrollments, high school graduates) indicated that there would be a decline in the State University enrollments that would return the student enrollment numbers back to the Fall 2006 level in Fall 2025. The updated Census-based projections now show an increase in State University enrollments, with Fall 2025 enrollments significantly higher than any previous year. Other factors have also mitigated the initial decline projected for the State Universities, such as the increases in high school graduation rates, college matriculation rates, and college graduation rates. In Fall 2015, the State Universities have an actual full-time enrollment that is 1,228 students and 4% greater than the baseline enrollment projection.

In this chapter, we have reviewed many of the non-demographic factors that could affect full-time college enrollments, and ultimately, the number of students interested in housing and other student activity spaces on the State University campuses. 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.

¹⁰ Deborah Santiago, "2016 What Works for Latino Students in Higher Education," Washington: D.C.: Excelencia in Education, 2016, accessed 2016, <http://www.edexcelencia.org/research/2016-what-works>.

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 15 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

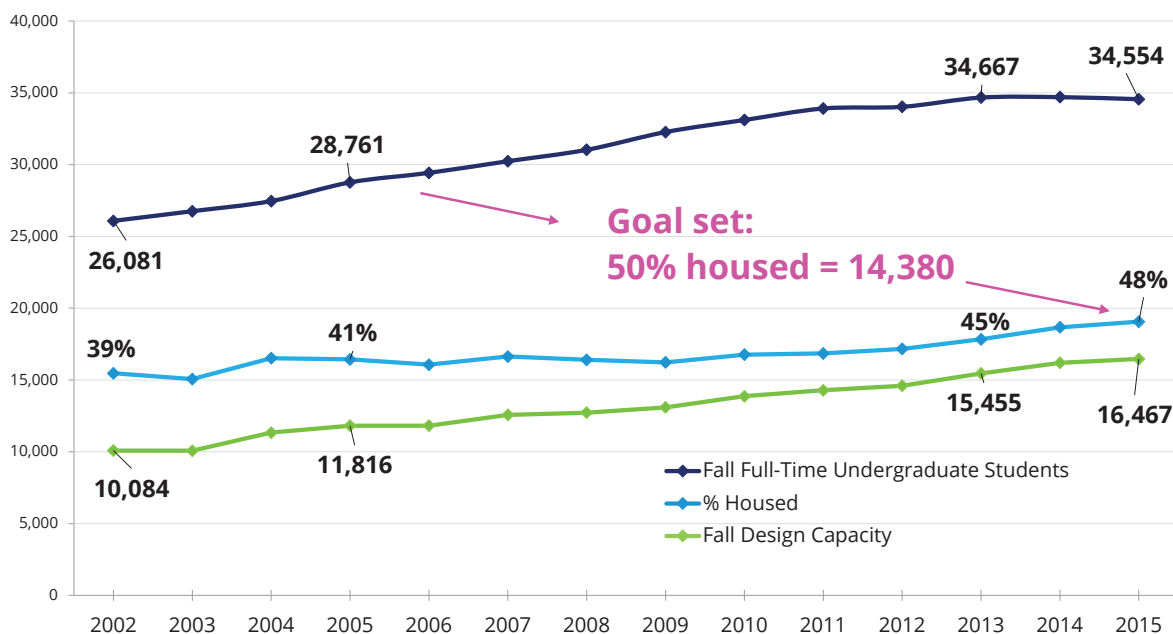
Figure 1 shows the basis for the MSCBA 50% housed target. Between 2002 and 2005, the full-time undergraduate student population of the State Universities grew 10%, and significantly more growth was anticipated going forward. At that time, in Fall 2005, there was capacity (design occupancy) to house 41% 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 2015, two parallel phenomena occurred: the MSCBA built and renovated housing to provide for an additional 4,651 beds, or a total of 16,467 beds, and the full-time undergraduate population continued to grow 20%, to 34,554 students (a very slight decline from the peak in 2013). Consequently, despite the extra beds, in Fall 2015, only 48% of the full-time undergraduate population could be housed. However, looking back to the original goal of housing 14,380 students, the MSCBA has exceeded this system-wide goal. (See Figure 1.)

Figure 1

MSCBA System-Wide Target

Source: Mass DHE, 2016; MSCBA, Summer 2016



PROGRAM DETAILS

Table 1 provides details of the MSCBA long-range housing capacity program in Fall 2015, including a listing of current projects.

Table 1

Long-Range Housing Capacity Program

Source: Mass DHE, 2016; MSCBA, Summer 2016

	A	B	C	D	E	F	G	H	I	J
	Fall 2015 Design Capacity	Fall 2015 Full-Time UG Population	Fall 2015 % Housed (Fall 2015 Full-Time UG)	Campus Goal	Proposed Beds	Status of MSCBA Work	Proposed Occupancy	Resulting % Housed (Fall 2015 Full-Time UG)	Fall 2005 Full-Time UG Population	Resulting % Housed (Fall 2005 Full-Time UG)
Bridgewater	3,281	7,933	41%	50%	0			41%	6,434	51%
Fitchburg	1,580	3,466	46%	50%	150	purchase	2017	50%	2,950	59%
Framingham*	1,925	3,826	50%	50%	71	construct	2016	52%	3,043	66%
Mass Art	613	1,544	40%	40%	0			40%	1,378	44%
MCLA	1,033	1,280	81%	70%	0			81%	1,211	85%
Mass Maritime	1,411	1,506	94%	100%	200	study	2019	107%	923	175%
Salem	2,282	5,919	39%	50%	300	study	2019	44%	5,468	47%
Westfield	2,765	4,963	56%	60%	0			56%	4,112	67%
Worcester	1,577	4,117	38%	50%	0			38%	3,242	49%
SYSTEM	16,467	34,554	48%		721			50%	28,761	60%
System**	13,410	30,224	44%		521			46%	25,249	55%

* West Hall, 316 beds (open Fall 2016), and O'Connor Hall, 245 beds (closed Fall 2016), lead to net gain of 71 beds in Fall 2016.

** Excludes MassArt, MCLA, Mass Maritime.

Following is a description of each column in Figure 1:

Column A: Fall 2015 Design Capacity

The number of beds available at each campus in Fall 2015.

Column B: Fall 2015 Full-Time UG Population

The number of full-time undergraduates enrolled on each campus in Fall 2015.

Column C: Fall 2015 Percent Housed (Fall 2015 Full-Time UG)

The percentage of full-time undergraduates housed on campus in Fall 2015, by design capacity.

Column D: Campus Goal

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

Column E: Proposed 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: 150 beds purchased for 2017 occupancy
- Framingham State: 71 new beds in construction
- Mass Maritime: 200 new beds being studied
- Salem State: 300 new beds being studied

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 Percent Housed (Fall 2015 Full-Time UG)

The percentage of housing goal achievable by new capacities based on Fall 2015 full-time undergraduate enrollment. Comparison to Column D indicates how close current capacities are to achieving this goal.

Column I: Fall 2005 Full-Time UG Population

The number of full-time undergraduates enrolled on each campus in Fall 2005.

Column J: Resulting Percent Housed (Fall 2005 Full-Time UG)

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 other institutions 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.

PROGRESS TOWARD HOUSING GOAL

Table 2 looks at the change in the percent housed from Fall 2013 (as described in the previous Strategic Plan Update), to what is proposed for 2019 when all projects in study, design, or construction are complete. The "Resulting Percent Housed" column in Table 2 shows the ratio of the number of resulting beds in Fall 2019, over the Fall 2015 full-time undergraduate student population. In Fall 2013, for the MSCBA system, the proportion of students housed was 42%. This proportion will increase to 50% of the Fall 2015 student population, according to the Fall 2019 proposed design capacity. Moreover, seven of the nine State Universities will increase their proportion housed. (See Table 2.)

Table 2**Change in Percent Full-Time Undergraduates Housed, Fall 2013 (Actual) to Fall 2015 (Proposed)***Source: Mass DHE, 2016; MSCBA, Summer 2016*

	Fall 2013 % Housed (Fall 2013 Full-Time UG)	Resulting % Housed (Fall 2015 Full-Time UG)	Change
Bridgewater	41%	41%	=
Fitchburg	46%	50%	+
Framingham	49%	52%	+
Mass Art	39%	40%	+
MCLA	77%	81%	+
Mass Maritime	83%	107%	+
Salem	33%	44%	+
Westfield	56%	56%	=
Worcester	29%	38%	+
SYSTEM	45%	50%	+
System*	42%	46%	+

* Excludes MassArt, MCLA, Mass Maritime.

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 three student bases utilized in this figure to measure progress: the dark blue column at each time point is based on the Fall 2005 full-time undergraduate population, while the two lighter blue columns are based on the full-time undergraduate population (actual and projected) for each time point. Of the lighter blue columns, the left column uses the DHE revised (high) undergraduate population projection, and the right column use the DHE baseline (low) undergraduate population projection.

Beginning on the left of the figure, in 2005, there was housing capacity for 41% of full-time undergraduates. At the time of the last strategic update, in Fall 2013, the MSCBA had exceeded their 50% goal by achieving enough housing for 54% of the Fall 2005 full-time undergraduate population. This trend continues in Fall 2015, when the MSCBA now houses 57% of the Fall 2005 full-time undergraduate population. However, as the full-time undergraduate population has grown between Fall 2005 and Fall 2015, the number of beds related to the Fall 2015 population (48%) is lower than the 50% goal.

The 2020 and 2025 columns refer to projected data¹. In both 2020 and 2025, after all MSCBA bed projects in design or construction have been completed in 2019, the Fall 2005 goal of 50% will be exceeded. The percent housed of the 2005 full-time undergraduate base will reach 60% (as noted in the dark blue column). Relying on the DHE's high population projection of a growing undergraduate student body, the proportion of the projected population that could be housed falls to 49% in 2020, and 47% in 2025. If the DHE's baseline low population projections prevail, the proportion of the projected population that could be housed will remain above 50%, at 57% in 2020 and 2025.

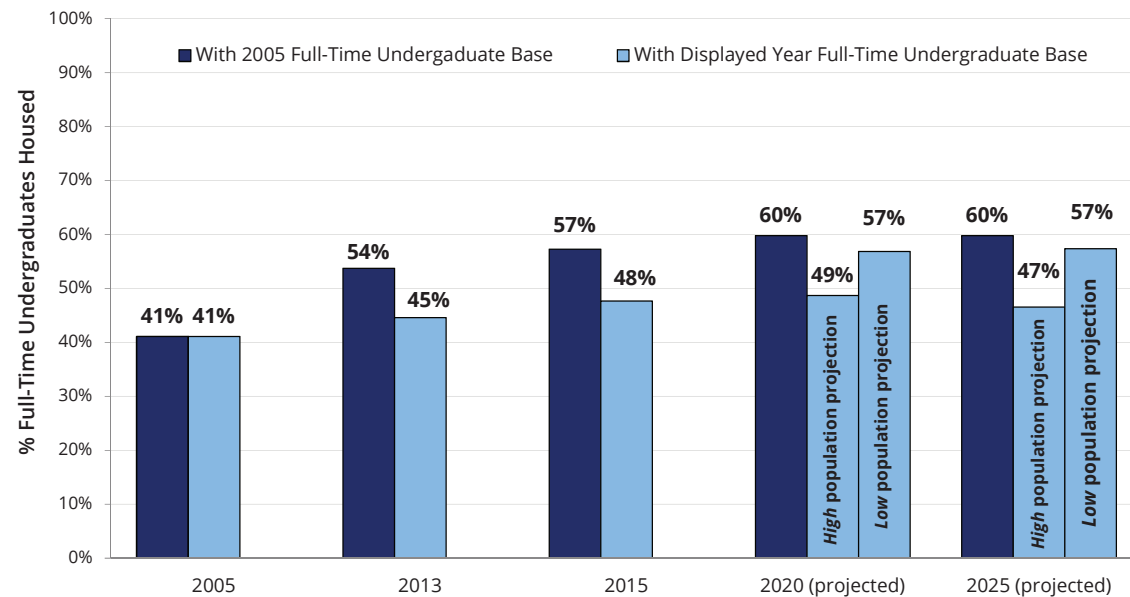
¹ System-wide undergraduate enrollment projections, University of Massachusetts Donahue Institute; full-time undergraduate projections, Demographic Perspectives.

As mentioned above and listed in Table 1, each campus has now developed its own goal for on-campus student housing. Reference is periodically made to the former goal of sufficient capacity to house 50% of full-time undergraduate students as of Fall 2005; this is intended to be mindful of the impact that future enrollment may have on the percentage of students housed, to ensure full occupancy and financial stability.

Figure 2

Percent of Full-Time Undergraduates Housed, by Capacity, Actual (Fall 2005, 2013, 2015) and Projected (Fall 2020, 2025)

Source: MSCBA, Summer 2016; Mass DHE and UMass Donahue Institute; Demographic Perspectives



Note: The DHE has provided two undergraduate population projections, high and low. When the high population projection is the denominator, a lower percent housed will result, and when the low population projection is the denominator, a higher percent housed will result (given the same design capacity as numerator).

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 2016 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 or who have strongly growing full-time undergraduate enrollments
- 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
- Developing long-term campus housing and financial plans that consider repurposing or replacing less desirable residence halls
- Using housing for short-term or long-term rentals for University populations such as visiting faculty
- 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.

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.

Table 3

MSCBA Projects

BRIDGEWATER STATE UNIVERSITY

2014-2016: Projects Completed

Miles Hall	Bathroom and Lounge Renovation Prototype
Shea Hall	Bathroom Renovations
Woodward Hall	Bathroom Renovations
Woodward Hall	Fire Protection, Interior Finishes

2016: Projects Underway

Shea Durgin, All Residence Halls	Front Entry Upgrades, Security Cameras
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2016 and Beyond: Future Projects Anticipated

DiNardo Hall	Bathroom Renovations
Durgin Hall	Bathroom Renovations
Miles Hall	Bathroom Renovations

FITCHBURG STATE UNIVERSITY**2014-2016: Projects Completed**

Aubuchon Hall	Roof, Interior Finishes, 18 new beds
Hammond Campus Center	Library Renovations – 1st and 2nd floor
Hammond Campus Center	Library - 3rd and 4th Floor & Plaza
Mara Village	
	Roof and Boiler Replacements - MV 1,3,4,5

2016: Projects Underway

Hammond/Miller Hall	Southside Chiller Replacement
Mara Village	Roofs and Boilers - MV 2,6,7
Townhouse Apartments	Envelope Upgrades

2016 and Beyond: Future Projects Anticipated

Herlihy Hall	Bathroom
Mara Village	Bathroom Ventilation, Kitchen Renovations
Russell Towers	Bathroom Renovations
Russell Towers	Shower Refurbishment
Townhouse Apartments	Interior Renovations
Townhouse Apartments	Roofs and Landscape

FRAMINGHAM STATE UNIVERSITY**2014-2016: Projects Completed**

Corrine Towers	Vapor Barrier
Larned Hall	Roof Replacement
Maple St. Athletic Field	Field Upgrades, Turf, and Lighting
Mayhew St. Property	Acquisition and Improvements to Support Facilities Relocation
O'Connor Hall	Elevator Installation
Salem End Parking	New Parking Lot (250 cars)
West Hall	New Residence Hall - 316 Beds
1812 House	Renovations to College Planning Center Offices

2016: Projects Underway

Franklin St. Parking	Land Acquisition / New Surface Lot - 300 spaces
Larned Hall	Heating Upgrades
O'Connor Hall	Bathroom and Faculty Office Renovations
Peirce and Horace Mann Halls	Roof Replacements

2016 and Beyond: Future Projects Anticipated

Linsley Hall	Interior Renovations
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MASSACHUSETTS COLLEGE OF ART AND DESIGN**2016: Projects Underway**

Smith Hall	Electrical Upgrades - Lobby Renovations
South Building	Bakalar & Paine Galleries - Design Phase

2016 and Beyond: Future Projects Anticipated

South Building	Bakalar & Paine Galleries - Construction Phase
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MASSACHUSETTS COLLEGE OF LIBERAL ARTS**2012-2014: Projects Completed**

Flagg/Berkshire	Landscape, Window, Finish Upgrades
Flagg/Berkshire	Hot Water System/Lounge Finishes

2016: Projects Underway

Berkshire Towers	Suite Corridor Renovations
New Housing	Study

2016 and Beyond: Future Projects Anticipated

Berkshire Towers	Bathroom Renovations
Flagg Townhouses	Hot Water System Replacement – Buildings A,B, and C
Flagg Townhouses	Reconfigure/Replace

MASSACHUSETTS MARITIME ACADEMY**2014-2016: Projects Completed**

Admiral's Hall	New Entry, Auditorium Renovations
Cadet Housing Entry	New Entry, Lounge, Public Restrooms
Companies 1 and 2	Restroom Renovations - Decks 1-3
Company 3	Bathroom Renovation
Companies 3 and 5	Expansion Feasibility Study
Company 6	Bathroom/Lounge Renovations
Harrington Building	New Roof, Windows, Masonry Repairs
Mess Deck	Addition (200 seats), Served Upgrade
Waterfront	Marine Dock Study

2016: Projects Underway

Taylor Rd Parking	New Surface Lot – Approx. 250 spaces
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2016 and Beyond: Future Projects Anticipated

Field House	New Athletic Facility
New Housing Capacity	Study

SALEM STATE UNIVERSITY**2014-2016: Projects Completed**

Bowditch Hall	Fire Alarm Upgrades
Ellison Center	Ellison Center Study
Parking Garage	New Parking Structure – 729 spaces
Viking Hall	
	New Housing Capacity (353 beds)

2016: Projects Underway

Atlantic, Bates, Peabody, Bowditch	Residence Halls Carpeting and Furniture
North Campus	Precinct Planning Study

2016 and Beyond: Future Projects Anticipated

Bates Complex	Interior Renovations, Kitchens, Baths
Dining	New or Renovated Dining
Ellison Campus Center	Expansion and/or Renovations
New Housing Capacity	Approximately 250 to 300 New Student Beds
Peabody Hall	Interior Finishes

WESTFIELD STATE UNIVERSITY**2014-2016: Projects Completed**

Davis Hall	Floor Plan Reconfiguration, Bathroom Replacement
Dickinson Hall	Floor Plan Reconfiguration, Bathroom Replacement
Lammers Hall	Roof and MUA System Replacement

2016: Projects Underway

Davis Hall	Elevator Addition, Student Lounges
Davis Hall	Electrical Infrastructure

2016 and Beyond: Future Projects Anticipated

Dickinson Hall	Elevator Addition, Student Lounges
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WORCESTER STATE UNIVERSITY**2014-2016: Projects Completed**

Chandler Village Apts	RD Apartment, Lounge Furniture
Sheehan Hall	New Residence (400 Beds) and Dining Hall (600 seats)

2016: Projects Underway

Wasylean Hall	Domestic Hot Water System
Campus-Wide	Electrical Infrastructure Study

2016 and Beyond: Future Projects Anticipated

Wasylean Hall	HVAC Upgrades
Dowden Hall	Elevator Replacement
Chandler Village	Housing Study

STUDENT ACTIVITY PROJECTS

As colleges and universities move to meet changing academic and student demands, and as the on-campus student body grows in size at some institutions, the community spaces that enrich the on-campus student experience will grow in importance. The MSCBA has provided parking, dining, athletic, 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 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**

Additional student spaces in Campus Center
Open campus dining in summer

FITCHBURG STATE UNIVERSITY

Renovate Landry Ice Arena to year-round sports facility
Renovate the downtown theater

FRAMINGHAM STATE UNIVERSITY

Additional parking options
Changes to campus dining
Library Master Plan

MASSACHUSETTS COLLEGE OF ART & DESIGN

Additional parking options
Changes to campus dining

MASSACHUSETTS COLLEGE OF LIBERAL ARTS

Larger dining facility
Expand dining hours and programming

MASSACHUSETTS MARITIME ACADEMY

Larger dining facility for food storage
Additional parking options
Wastewater treatment upgrade
Additional sustainability / energy-efficiency measures

SALEM STATE UNIVERSITY

Expand or replace North Campus dining facility
Expand Campus Center and gathering spaces
Additional security systems

WESTFIELD STATE UNIVERSITY

Relocate parking locations
Expand dining hours and programming
Consider expanding dining capacity
Renovate athletic facilities and fields, expand fitness facility
Improve and enhance maintenance of campus green

WORCESTER STATE UNIVERSITY

Programming in recently purchased synagogue building

ISSUES TO MONITOR

Long-Term Enrollment Trends. The full-time student enrollment projections for the State Universities cited in this report rely on census-based projections of the Massachusetts population. The components of population change are births, deaths, and migration (immigration and emigration). If future immigration patterns change depending on national immigration policies, this may have an effect on the overall Massachusetts population size as well as student enrollments.

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 facilities. 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. As noted in the 2014 update, another development that may affect enrollment is the rapidly-increasing role of technology in education. Campuses are adapting to the centrality of technology in all forms of communication, as well as the solidification of online learning options, by creating new spaces that integrate with face-to-face learning. New classroom configurations must accommodate these changing needs, expectations, and capabilities. Residence halls and other student spaces also must adapt, for example, by providing fast and effective Wi-Fi and other Internet-related services. Classroom seating can incorporate supports (e.g. flexible, broad armrests) and connections for laptops, while tech-enhanced study rooms can benefit education in the sciences in particular. For 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.

Hispanic Population Growth and Housing Demand. There is currently a national trend for colleges to recruit Hispanic and Latino students.² The Massachusetts State Universities are participating in this trend; Westfield State, for example, is actively responding to the growth of the Massachusetts Hispanic high school graduate population by instituting recruiting initiatives such as bilingual tours, information sessions, and publications. The Hispanic population is expected to continue to grow throughout the coming decades, in Massachusetts and in the nation as a whole; at the State Universities, Hispanic student full-time enrollment grew from 8% of total enrollment in Fall 2013 to 9% in Fall 2015. However, as noted in Section 1, Chapter 2, as each cohort progresses from public elementary school through to State University, the proportion of students who are Hispanic decreases; this indicates that there is yet more room for growth. This growth may affect housing demand, as past research has shown that Hispanic students may be more likely than other groups, including non-Hispanic first-generation college students, to indicate a preference for living at home during college.³

As noted in the 2014 update, a national study in 2005 showed that at schools where the undergraduate population was at least 25% Hispanic, only 7% of Hispanic undergraduates lived on campus, compared to 14% of all undergraduates.⁴ To help explain this discrepancy, a 2009 report by University of Wisconsin researchers identifies “familism” in Hispanic culture as a driving force behind this preference: living at home during college may keep students embedded in strong family networks and reduce costs.⁵ By contrast, within the MSCBA system in Fall 2015, 45% of full-time undergraduate students who are Hispanic live on campus, which is similar to the proportion of all students. This reflects an increase from 28% in 2006.

² Timothy Pratt, “Needing students, Appalachian colleges reach out to fast-growing Hispanic population,” *The Hechinger Report*, September 14, 2016, accessed 2016, <http://hechingerreport.org/needing-students-appalachian-colleges-reach-out-to-fast-growing-hispanic-population/>.

³ Matthew 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.

⁴ Deborah Santiago and Alisa Cunningham, “How Latino Students Pay For College: Patterns of Financial Aid for 2003-04,” Washington, D.C.: *Excelencia in Education and the Institute for Higher Education Policy*, July 2005, accessed 2016, <http://www.edexcelencia.org/research/how-latino-students-pay-college-patterns-financial-aid-2003-04>.

⁵ Desmond and Turley, “The Role of Familism in Explaining the Hispanic-White College Application Gap.”

In addition, research by *Excelencia* in Education has shown that Hispanic students tend to cluster at specific schools, so any university looking to increase its Hispanic population might consider examining the practices of these Hispanic-Serving Institutions (“HSI”s) that attract this population.⁶ Many schools already offer themed or shared-interest housing for Hispanic students and other student groups, but when affordability is a concern, creative solutions must be found to provide the right kind of support for students to complete their degree. Overall, specific attention will need to be paid to recruitment of Hispanic students, and the role of housing in retention. The State Universities will also need to continue putting thought into the housing needs and preferences of their growing body of Hispanic and Latino college students.

⁶ “HSIs: 101,” Washington, D.C.: *Excelencia in Education*, accessed 2016, <http://www.edexcelencia.org/hsi-cp2/hsis-101>.

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:

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	11,089
Undergraduate Student Enrollment	9,608
Full-Time Enrollment	7,933
Part-Time Enrollment	1,675
Graduate Student Enrollment	1,481

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	96%
From Out-of-State	3%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	92%
Male	41%
Female	59%
Minority <i>Students with Known Race/Ethnicity</i>	21%
Asian	2%
Black	10%
Hispanic	6%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	41%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	79%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	59%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	41%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent	101%
Design Capacity	3,281
Actual Occupancy	3,309

RENTS

Average On-Campus Rent, Fall 2016	\$7,572
Average Off-Campus Rent, Fall 2016	\$11,175
Average Public Benchmark Schools Rent, Fall 2016	\$8,278
Average Regional Private Schools Rent, Fall 2016	\$10,310
Average MSCBA System Rent, Fall 2016	\$7,491

Map 1A

Campus Map - Bridgewater State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

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 the tenth-largest public or private university. The University ranks fourth among Massachusetts public institutions in awarding the greatest number of degrees, with 2,426 degrees issued in 2015.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

In May 2015, the new center that opened in 2012 has been named the Mohler-Faria Science and Mathematics Center. At \$99M, it is the largest capital project ever undertaken by a State University in Massachusetts.

II. STUDENT BODY

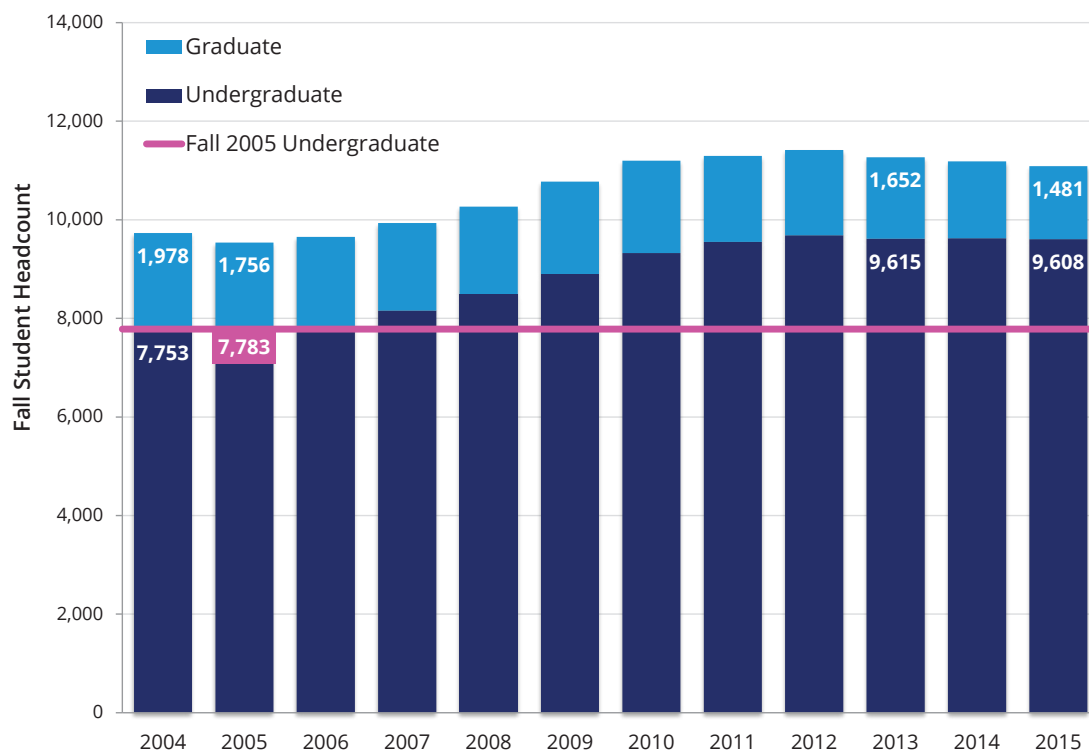
ENROLLMENT

Overall Enrollment. Bridgewater State's overall enrollment of 11,089 students is 16% greater than it was in Fall 2005. The undergraduate population increased 23%, by 1,825 more students. The graduate student population declined 16%, by 275 fewer students. Since 2013, the undergraduate population stayed about the same, and the graduate student population declined 10%, by 171 fewer students. (See Figure A.)

Figure 1A

Student Enrollment, Bridgewater State, Fall 2004-2015

Source: Mass DHE 2016

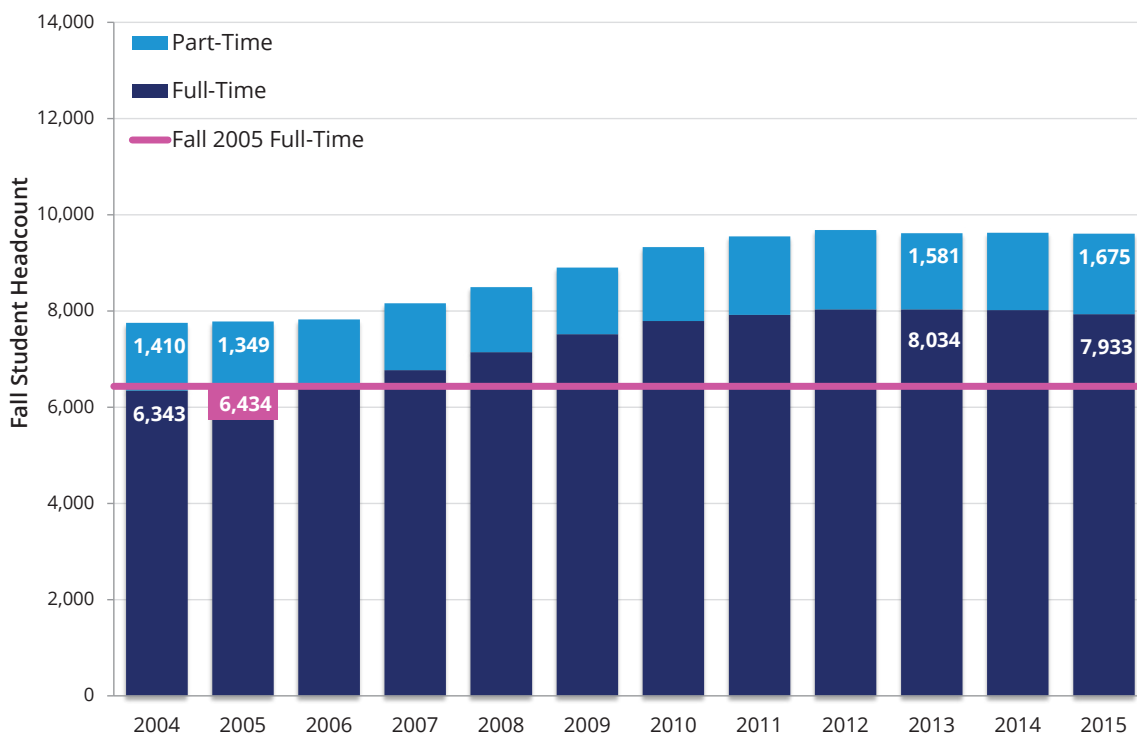


Undergraduate Enrollment. In Fall 2015, Bridgewater State enrolled 9,608 undergraduate students. The number of full-time undergraduates is 23% greater than it was in Fall 2005 (1,499 students), and the part-time population is 24% greater (326 students). Between Fall 2013 and Fall 2015, the full-time undergraduate population declined 1%, by 101 fewer students, while the part-time undergraduate student population grew 6%, by 94 more students. Throughout the past decade, full-time students have remained between 83% and 84% of the undergraduate student body. (See Figure B.)

Figure 1B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Bridgewater State, Fall 2004-2015

Source: Mass DHE 2016



Despite the state's long-term projections for declining pools of high school graduates, in the short-term, Bridgewater State has maintained a stable enrollment of full-time undergraduate students. Future efforts will focus on maintaining this population size.

DEMOGRAPHIC INFORMATION

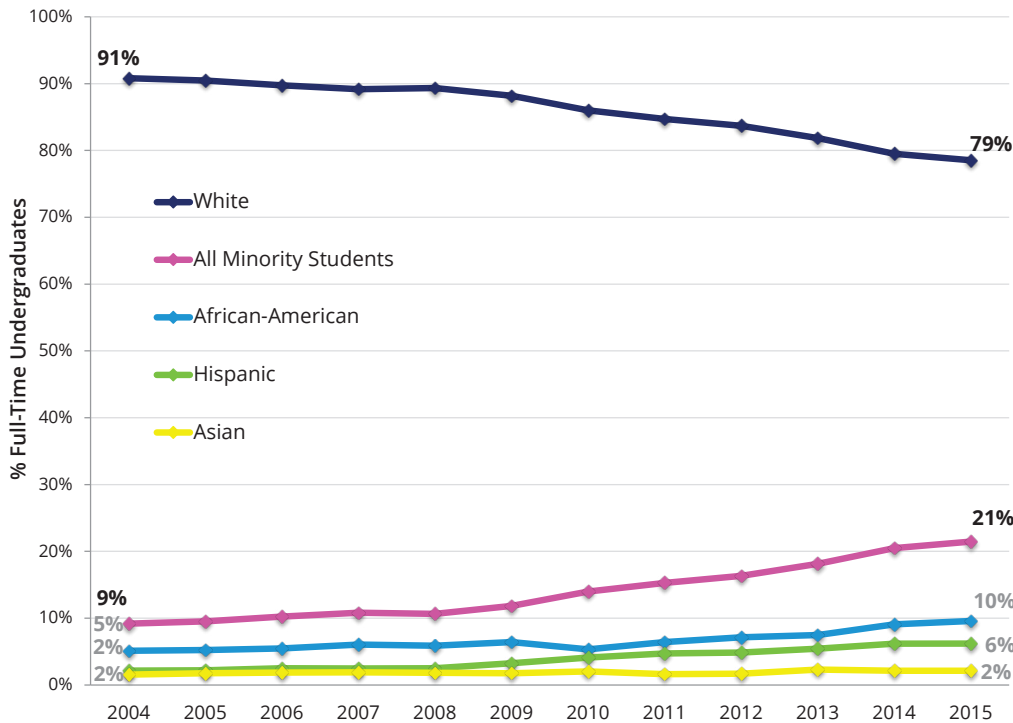
Student Body Composition. Bridgewater State has been successful in recent years in initiatives to increase diversity among its undergraduates. Over the past decade, the percent of undergraduate minority students has grown from 10% in Fall 2005 to 21% in Fall 2015. Since 2013, the percent has grown from 18% to 21%.

Traditional-aged students (18-24) constitute the majority of Bridgewater State's undergraduate enrollment (92%). (See Figure C.)

Figure 1C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Bridgewater State, Fall 2004-2015

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

*Geographic Distribution.*¹ In Fall 2013, Bridgewater State drew 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 were all well-represented. In Fall 2015, 96% of the full-time undergraduate student body are from Massachusetts, 3% are from other states, and 1% come from other countries. The University hopes to grow its international student body and has a number of initiatives to recruit them. Additionally, the University conducts many programs in international countries, which may lead to a future student and faculty exchange.

¹ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

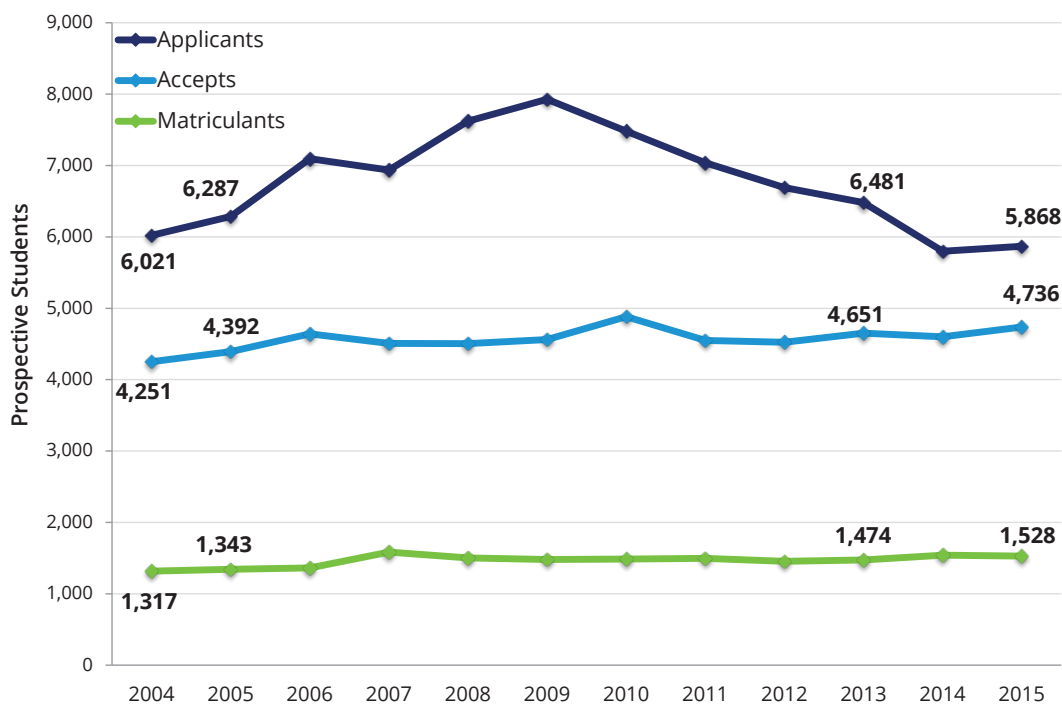
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Since Fall 2005, Bridgewater State's first-time Freshman applicant pool increased, peaking in 2009, and then declined; in Fall 2015, the number of applicants (5,868) is 7% less than in Fall 2005 (419 fewer students). Compared to Fall 2005, Bridgewater accepted 8% (344) more students in Fall 2015, and the number of matriculants grew by 14% (185 students). The University has 1,528 matriculants in Fall 2015. (See Figure E.)

Figure 1E

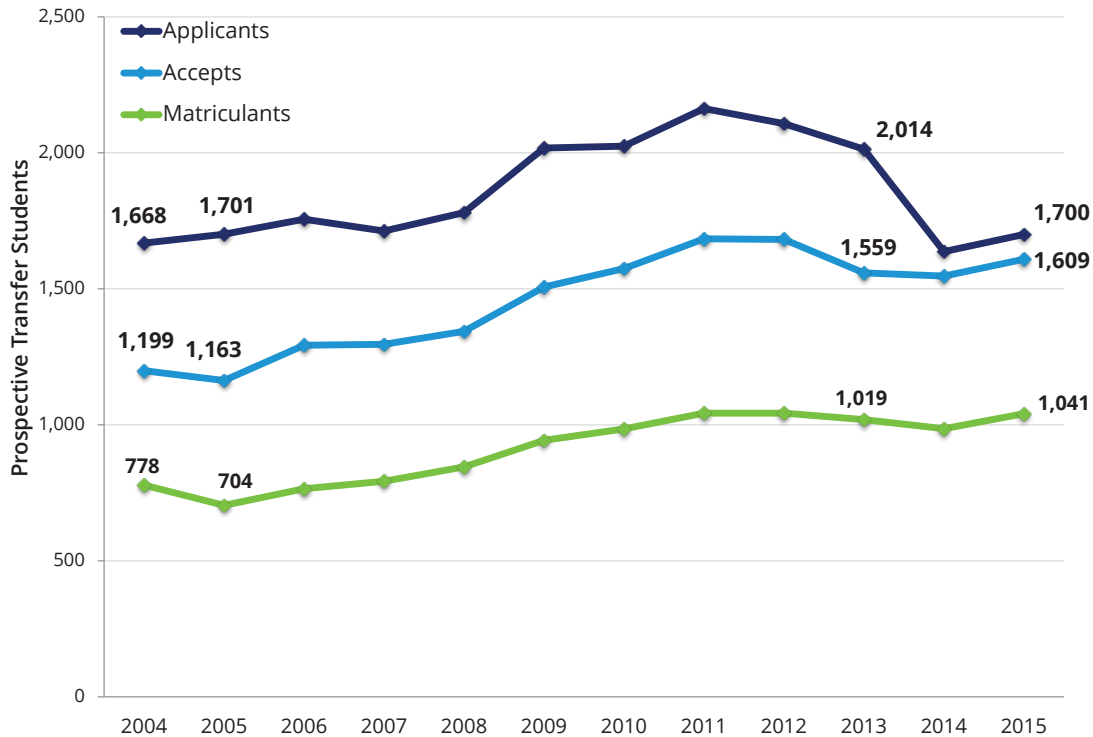
First-Time Freshman Admissions, Bridgewater State, Fall 2004-2015

Source: Bridgewater State University, Summer 2016



Transfer Admissions. Thanks to its geographic proximity to several nearby community colleges, Bridgewater State regularly interfaces with those schools, drawing on a variety of programs such as the Joint Application Program, Tuition Advantage Program, and its own Transfer Center to ease the transfer process.

Transfer students comprise 41% of Bridgewater State's undergraduate student population, one of the higher proportions within the State University system. Since Fall 2005, the University's undergraduate transfer student applications increased, peaking in Fall 2011, and then declined, with a small upward turn in 2015; in Fall 2015, the number of transfer applicants (1,700) is about the same as in Fall 2005. Compared to Fall 2005, Bridgewater accepted 38% (446) more transfer students in Fall 2015. The number of transfer matriculants has grown steadily since Fall 2005, increasing 48%, by 337 more transfer matriculants. (See Figure F.)

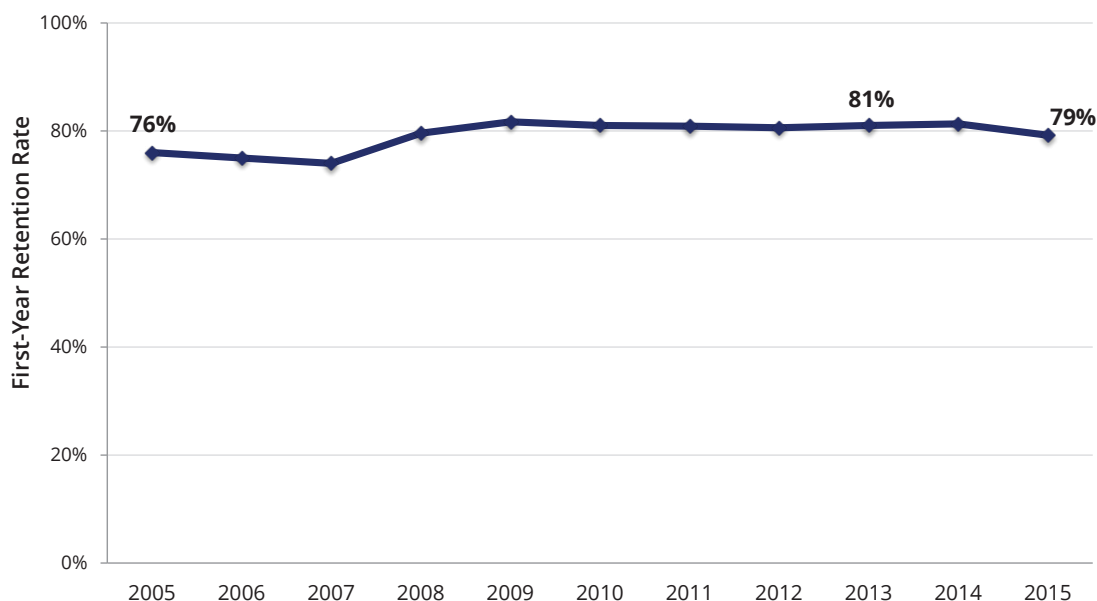
Figure 1F**Transfer Admissions, Bridgewater State, Fall 2004-2015***Source: Bridgewater State University, Summer 2016*

Recruitment and Retention. To assist with recruiting, the University has recently completed a major new initiative to provide all new marketing material for the Fall 2016 admissions cycle, including the website, viewbook, social media, print and TV advertisements, and overall branding.

Retention of the University's first-time Freshmen is a key component in overall enrollment. After rising 5 percentage points from Fall 2005 to Fall 2014, for the first time in a decade, the full-time Freshmen to Sophomore retention rate declined slightly in Fall 2015 to 79%. The retention rate of transfer students is also strong and on par with that of first-time Freshmen. Bridgewater State employees a variety of targeted programs and initiatives for student retention, including many in the area of diversity, such as specific programs that target men, in general, men of color, and Black men. (See Figure G.)

Figure 1G**First-Time, Full-Time Freshman Retention Rate, Bridgewater State, Fall 2005-2015***

Source: Mass DHE 2016



* 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 department of Residence Life and Housing at Bridgewater State University (BSU) oversees a robust residential living and learning program focused on our University goals and mission to ensure that students are prepared to think critically, communicate effectively and act responsibly. Our University values of embracing diversity and social justice are well integrated into the fabric of our residence education philosophy and program. Each of our residence halls has its own unique characteristics and population and collectively comprise on-campus housing that is affordable, safe, clean, comfortable and conducive to learning.

BSU will continue its efforts to assess the impact of changing demographics of student enrollment across the state. While desire for on-campus living remains in steady demand, many opportunities exist to maintain current occupancy percentages and to increase those percentages into the housing program. Efforts are underway to review and update housing capacity scenarios in the context of a University-wide review of Enrollment Management strategic initiatives and priorities. It is anticipated that growth opportunities will be targeted to include transfer students, international students and graduate students. Additionally, there will be a focus on enhanced collaborations with academic affairs to expand our current compliment

of living learning communities and to explore options for expanded summer academic offerings. Expansion of summer academic opportunities would enhance the campus student engagement climate to more of a year-round program with an added intention of yielding additional filled beds throughout the year. Additional opportunities also exist to increase the summer conference program and these will be purposefully explored.

Lastly, in partnership with MSCBA, BSU will continue to identify building upgrades and renovations that serve to maintain and enhance quality student housing that continues to play a vital role in student recruitment, student engagement and overall student success.

- Margaret Jablonski, EdD, Interim Vice President, Division of Student Affairs & Enrollment Management, Bridgewater State University, October 2016

DEMAND

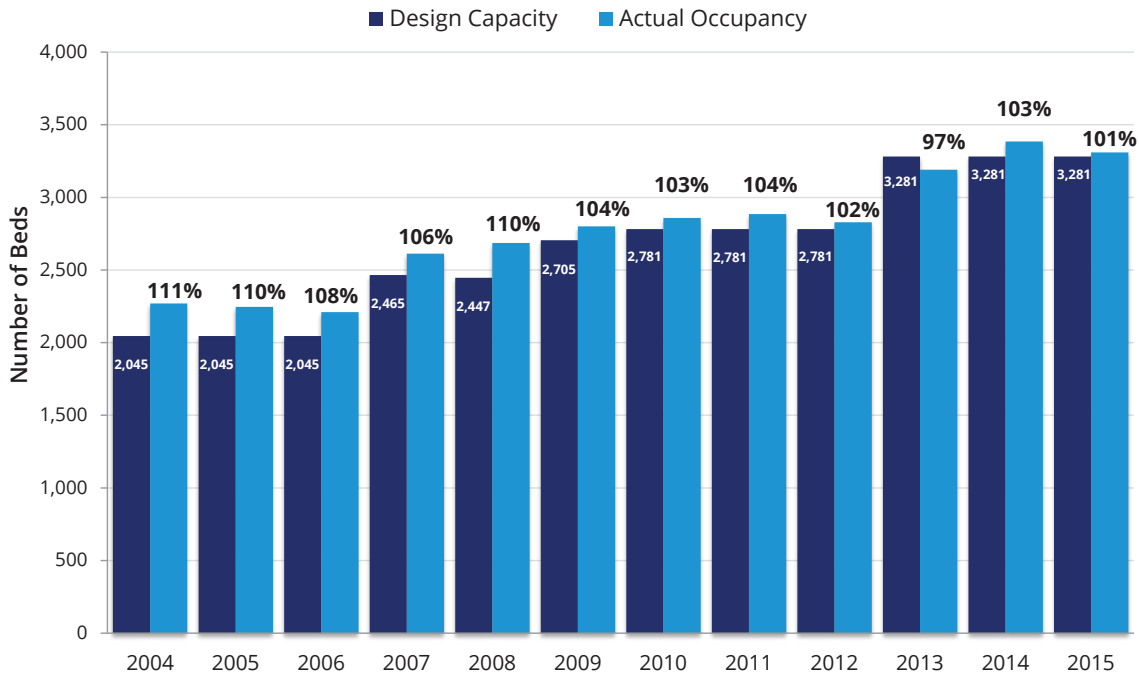
Bridgewater State has no housing requirement but does guarantee up to eight semesters of on-campus housing for first-time, full-time Freshmen. A large portion of undergraduate applicants request housing, and early admits are guaranteed housing in rooms that are not above the designed capacity. Transfer students are guaranteed from one to eight semesters of on-campus housing, depending on the number of credit hours transferred.

While the proportion of full-time undergraduate students living on campus has increased in the past several years to 41%, this falls short of the campus' aspirational target of 50%. University administrators continue to feel strongly that living in University housing is related to higher student engagement and cultural awareness, and ultimately to higher retention. 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. However, in light of projected statewide demographic challenges, studying options for additional housing capacity is not a priority for the University at this time. Instead, the University will focus on providing the best housing product and programs to serve the needs and preferences of their current undergraduate student body.

New initiatives include accepting spring admits into housing, making housing grants available to spring admits, and collecting information on students who choose to leave housing mid-year. Recently, first-year students have been concentrated in four specific residence halls.

The University still desires the ability to offer housing to its graduate students, and for short-term faculty.

Occupancy. In Fall 2013, after the opening of Weygand Hall, Bridgewater's housing occupancy was 97%, but has since risen to 101% in Fall 2015. (See Figure H.)

Figure 1H**Housing Occupancy, Bridgewater State, Fall 2004-2015***Source: MSCBA, Summer 2016*

Living-Learning Communities. Bridgewater State offers six living-learning community programs, and the new Weygand Hall was specifically designed with space for a living-learning program.

Bathrooms. All residence halls except for Miles and DiNardo have single-user bathrooms. Planning is underway for the future renovation of Miles and DiNardo, which will include conversion of public bathrooms to single-user.

Summer Housing. Currently Bridgewater State has many arrangements for summer housing besides its own summer students, including conferences, summer camps, and visiting student programs. More summer utilization of the residence halls is desired, but is limited by the number of available beds in halls with air conditioning, the lack of on-campus summer dining options, and the five- to six-week window of opportunity. In addition, students attending summer school live only in the halls that offer apartments (with kitchens), as there is no on-campus meal plan. The inability to house students for 12 months has also been noted as a problem for international students and students who do not have a family home to which they can return.

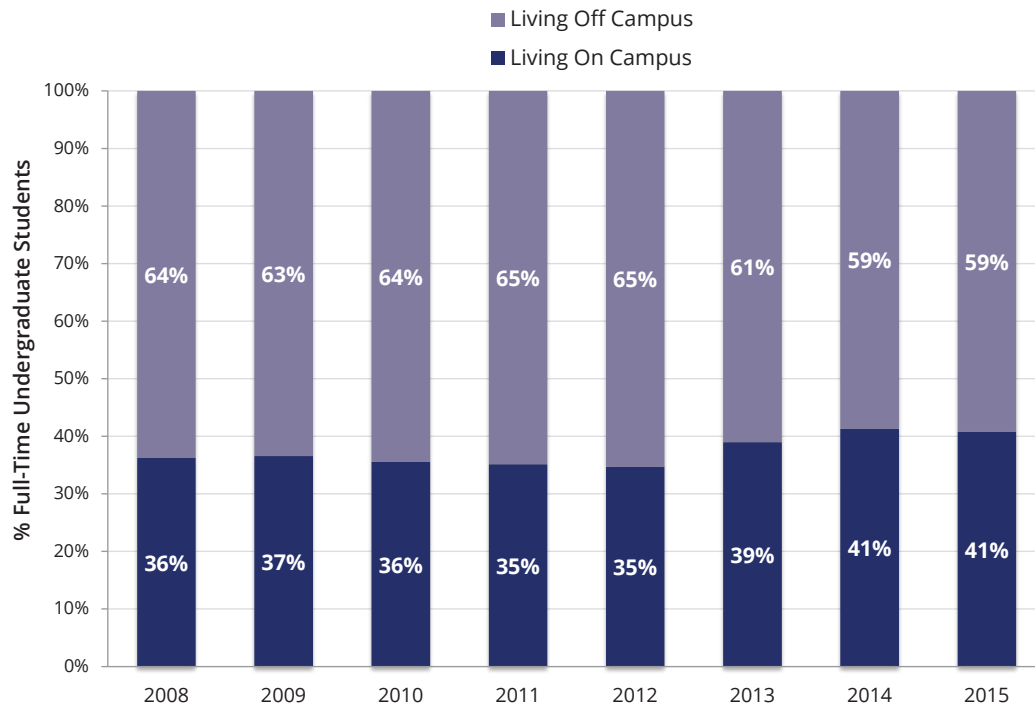
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduate students in on-campus housing rose 6 percentage points from 35% in Fall 2012, before the opening of Weygand Hall, to 41% in Fall 2015. (See Figure I.)

Figure 1I

Housing Situation of Full-Time Undergraduate Students, Bridgewater State, Fall 2008-2015

Source: Bridgewater State University, Summer 2016



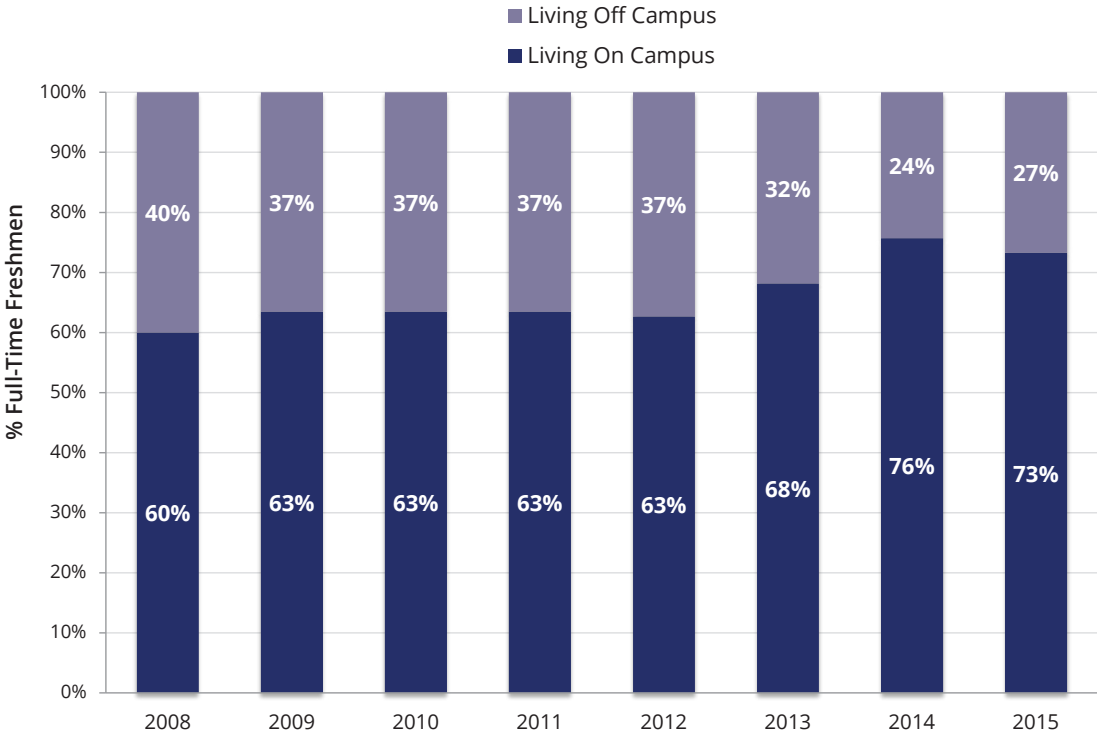
*First-Time, Full-Time Freshmen.*² The percentage of first-time, full-time Freshmen living on campus increased from 63% to 76% from Fall 2012 to Fall 2014 with the increased capacity provided by the opening of Weygand Hall. In Fall 2015, 73% of first-time, full-time Freshmen live in on-campus housing. (See Figure J.)

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 Freshman status based on credits.

Figure 1J

Housing Situation of First-Time, Full-Time Freshmen, Bridgewater State, Fall 2008-2015

Source: Bridgewater State University, Summer 2016

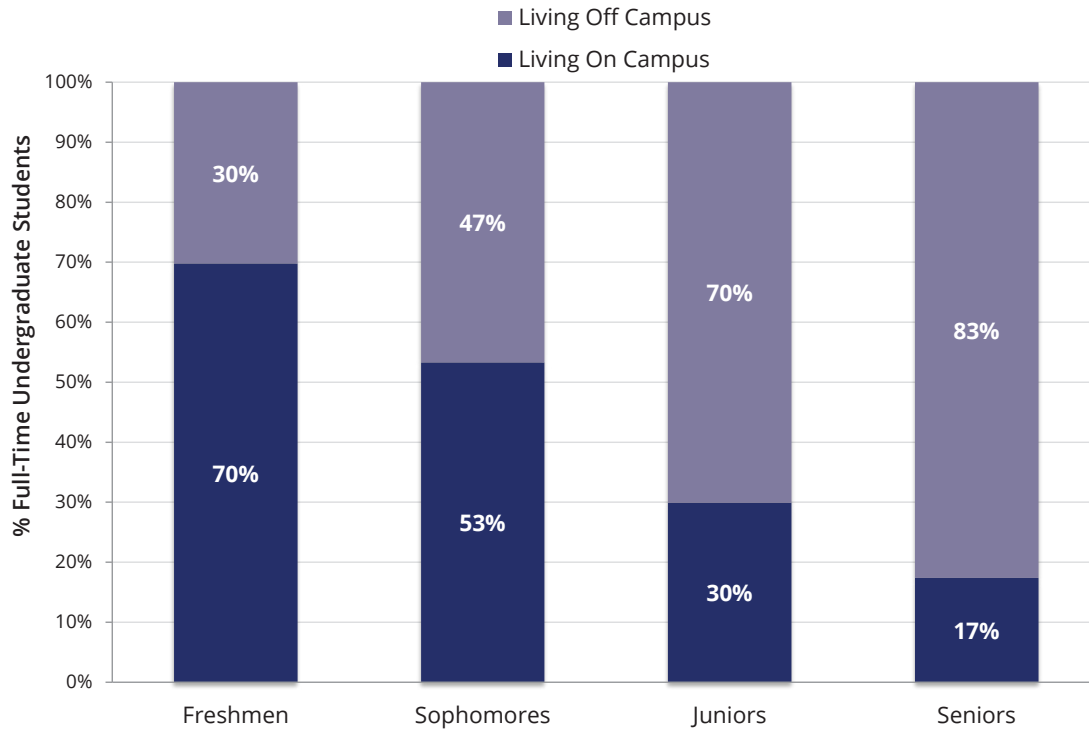


Full-Time Undergraduates by Class. The percentage of full-time undergraduates living on campus declines by class year. Although students who enter as first-time, full-time Freshmen have the option to live in on-campus housing for eight semesters, most students do not remain in on-campus housing for that length of time. In Fall 2015, half or more of Freshmen and Sophomores live on campus, compared to 30% of Juniors and 17% of Seniors. (See Figure K.)

Figure 1K

Housing Situation of Full-Time Undergraduate Students by Class Year, Bridgewater State, Fall 2015

Source: Bridgewater State University, Summer 2016



HOUSING PORTFOLIO: UPDATES

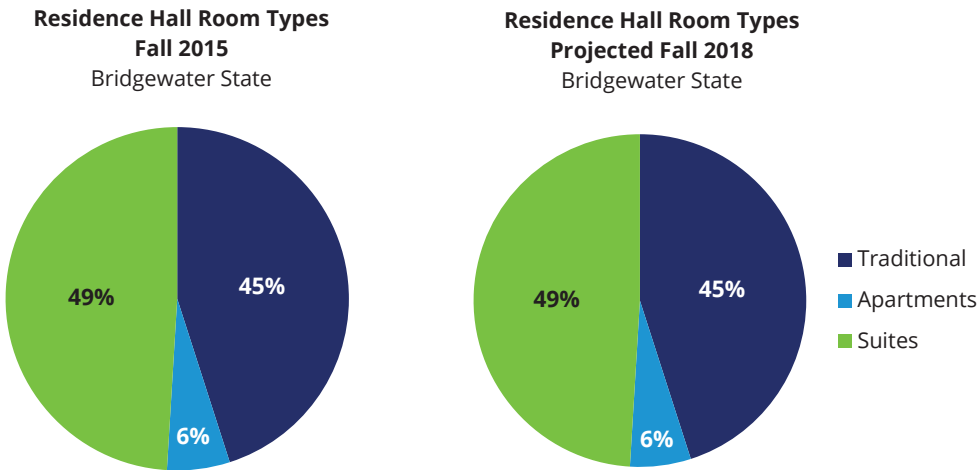
The 2014 report describes the housing portfolio; there have been no significant updates to it since that report. By bed type, in Fall 2015, 45% of beds are traditional, 49% are suite-style, and 6% are in apartments.

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 L.)

Figure 1L

Residence Hall Room Types, Bridgewater State

Source: MSCBA, Summer 2016



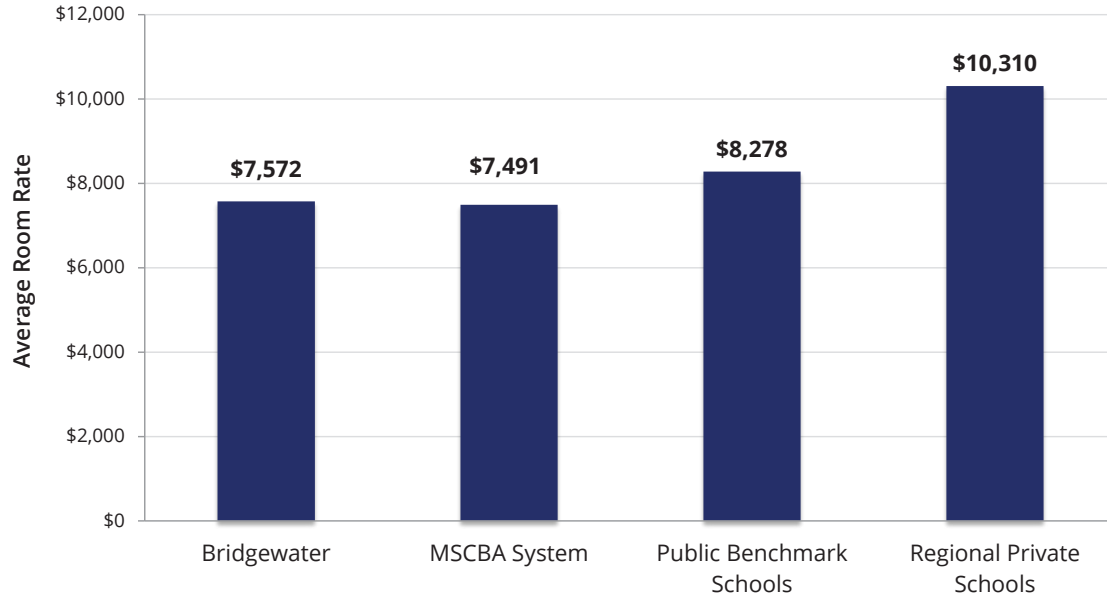
FALL 2016 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Bridgewater State is \$7,572 per academic year. This figure is 1% higher than the average MSCBA rent, 9% lower than its public benchmarks, and 27% lower than regional private benchmarks. (See Figure M.)



Figure 1M**Average Room Rate, Fall 2016**

Source: MSCBA, Summer 2016; university websites, Summer 2016



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 suites and apartments continue to be 9% more expensive than on-campus traditional dormitories, as in the 2014 update. Rents for both on-campus housing options are comparable to the average corresponding costs for the MSCBA, and lower than the averages for the public benchmarks and private regional schools (as was the case in the 2014 update).

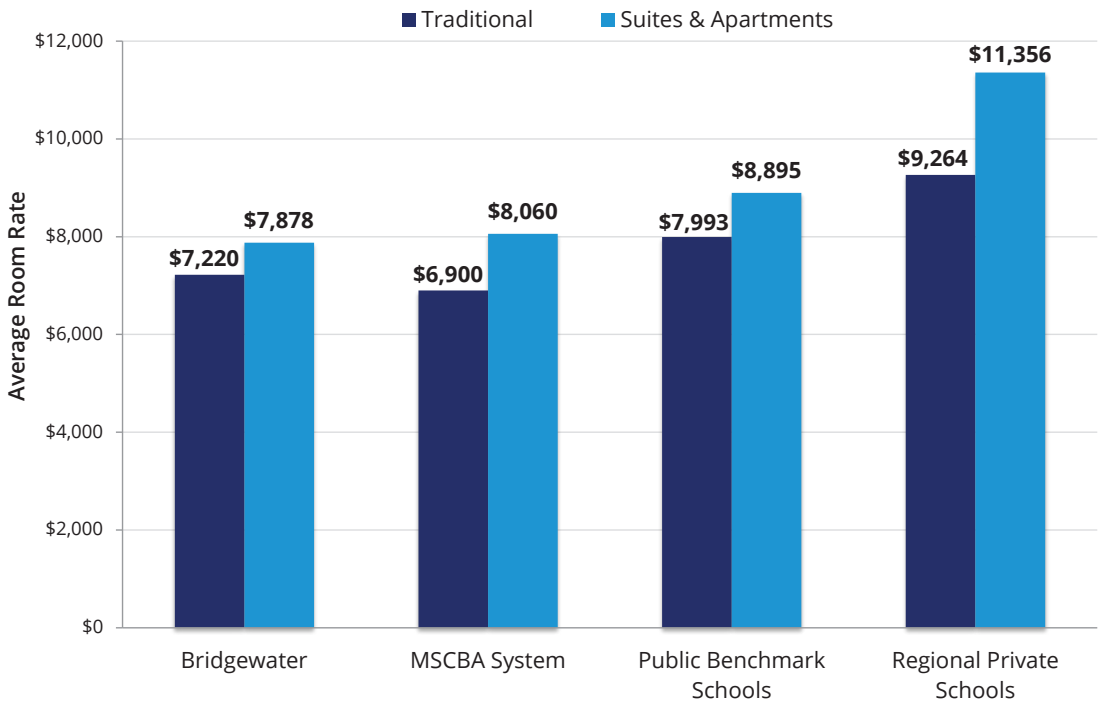


The average room rate for on-campus traditional housing (\$7,220) is 5% higher than the MSCBA average, 10% lower than the public benchmarks, and 22% lower than the regional private schools. The average room rate for on-campus suites and apartments (\$7,878) is 2% lower than the MSCBA average, 11% lower than the public benchmarks, and 31% lower than the regional private schools. (See Figure N.)

Figure 1N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016



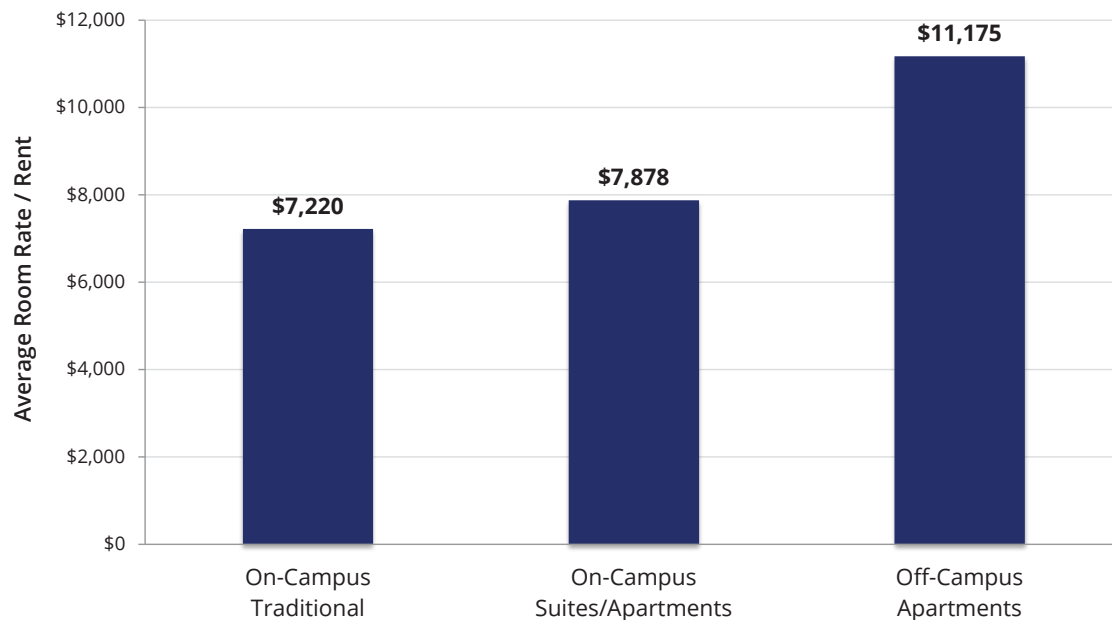
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. The average room rate of on-campus suites and apartments is 30% lower than that of off-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. (See Figure O.)

Figure 10

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Bridgewater State, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

Bridgewater State updates its strategic plan on an ongoing basis. A summary of the 2012 Bridgewater State strategic plan can be found in the MSCBA's 2014 Strategic Plan Update.

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.

2014-2016: Projects Completed

Miles Hall	Bathroom and Lounge Renovation Prototype	\$915,000
Shea Hall	Bathroom Renovations	1,230,000
Woodward Hall	Bathroom Renovations	3,040,255
Woodward Hall	Fire Protection, Interior Finishes	5,300,000

2016: Projects Underway

Shea Durgin, All Residence Halls	Front Entry Upgrades, Security Cameras	364,000
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2016 and Beyond: Future Projects Anticipated

DiNardo Hall	Bathroom Renovations	3,000,000
Durgin Hall	Bathroom Renovations	3,000,000
Miles Hall	Bathroom Renovations	3,000,000

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 either completed or anticipated.

POTENTIAL HOUSING INITIATIVES

There is a desire to reconfigure the current residence hall space to support learning communities. One example might be to establish an academic space in a residence hall that can be used for resident programming, as evening classroom space for the entire BSU community, and, in off-hours, as study space.

Although not a planning priority at this time, administrators note that the campus continues to lack large spaces to be used for student resident programming, RA training, and other uses. This lack of large programming spaces is also a limitation to 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.

Going forward, a vision is to develop housing for graduate students and that allows short-term stays for visiting faculty. This might be accomplished by having an apartment complex with a 12-month, month-to-month leasing option; this type of option could benefit many populations, including international students, students without family homes to which they can return in the summer, married undergraduates, graduate students, short-term faculty, and staff.

POTENTIAL CAMPUS INITIATIVES

The University regularly assesses the adequacy of their dining and parking. There are currently sufficient dining seats and parking spaces on campus. However, there is a concern that the lack of dining in the summer affects the sense of campus community and limits the ability to grow the summer conference schedule and student population.

The University is still committed to exploring the development of more student spaces within the Campus Center which will benefit both residential and commuter students.

V. SUMMARY

Although the long-term aspirational housing goal remains at 50% of full-time undergraduates, Bridgewater State is committed to observing the projected impact of changing statewide demographics on full-time student enrollment, and re-evaluating the goal accordingly. Moreover, the University has other goals related to housing that are unrelated to the 50% goal, for example, developing large spaces to be used for student programming, enhancing summer usage of the residence halls by adding air-conditioning and developing a campus meal plan, and offering a 12-month housing option. Going forward, these goals may develop higher priority.



FITCHBURG STATE UNIVERSITY:

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,598
Undergraduate Student Enrollment	4,270
Full-Time Enrollment	3,466
Part-Time Enrollment	804
Graduate Student Enrollment	2,428

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	92%
From Out-of-State	8%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	93%
Male	47%
Female	53%
Minority <i>Students with Known Race/Ethnicity</i>	27%
Asian	3%
Black	9%
Hispanic	12%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	34%
Retention Rate First-Time, <i>Full-Time Undergraduates</i>	75%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	57%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	47%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent	106%
Design Capacity	1,580
Actual Occupancy	1,677



RENTS

Average On-Campus Rent, Fall 2016	\$6,336
Average Off-Campus Rent, Fall 2016	\$6,195
Average Public Benchmark Schools Rent, Fall 2016	\$7,632
Average Regional Private Schools Rent, Fall 2016	\$9,586
Average MSCBA System Rent, Fall 2016	\$7,491

Map 1B

Campus Map - Fitchburg State



-  Potential Housing
-  Existing Housing
-  Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

The 2014 report describes campus academic history; there have been no significant updates to it since that report.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

The 2014 report describes campus physical development; there have been no significant updates to it since that report.

II. STUDENT BODY

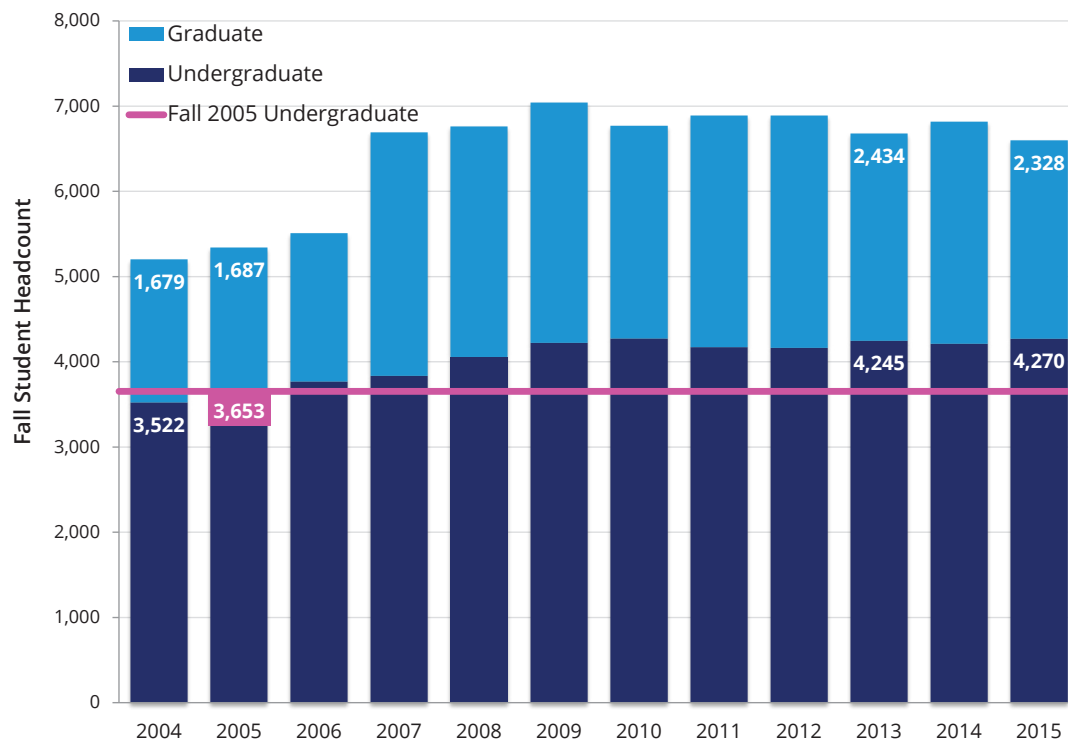
ENROLLMENT

Overall Enrollment. Fitchburg State's Fall 2015 overall enrollment of 6,598 students is 24% greater than it was 10 years ago in Fall 2005. Overall enrollment rose strongly in 2007, and has remained since at the new level. In the Fall of 2015, Fitchburg State's total enrollment of 6,598 included 4,270 undergraduates and 2,328 graduate students. The graduate student population has grown 38% over the past decade, but is currently down from its peak in 2007. (See Figure A.)

Figure 2A

Student Enrollment, Fitchburg State, Fall 2004-2015

Source: Mass DHE 2016

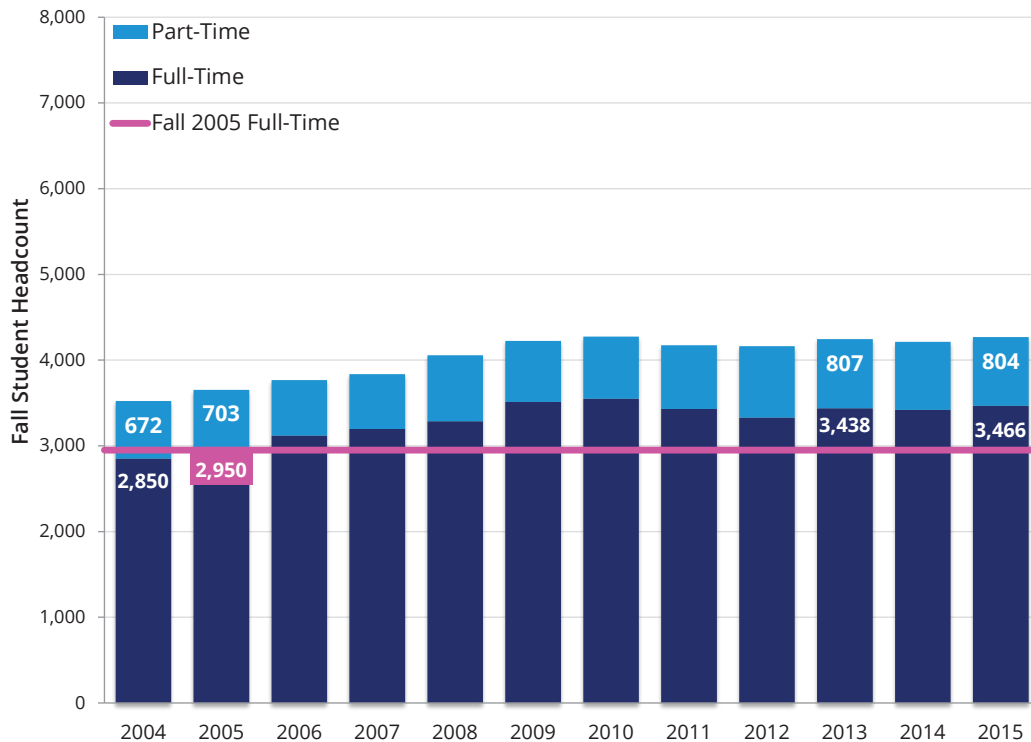


Undergraduate Enrollment. While the part-time enrollment of undergraduates has grown 14% over the last decade, the full-time enrollment of undergraduates has grown 17%. New programs, such as Gaming Design, Chemistry, and the Criminal Justice program with Police Certification Concentration have quickly attracted students. Throughout this period of growth, full-time students have remained at about 81% of the undergraduate student body. (See Figure B.)

Figure 2B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Fitchburg State, Fall 2004-2015

Source: Mass DHE 2016

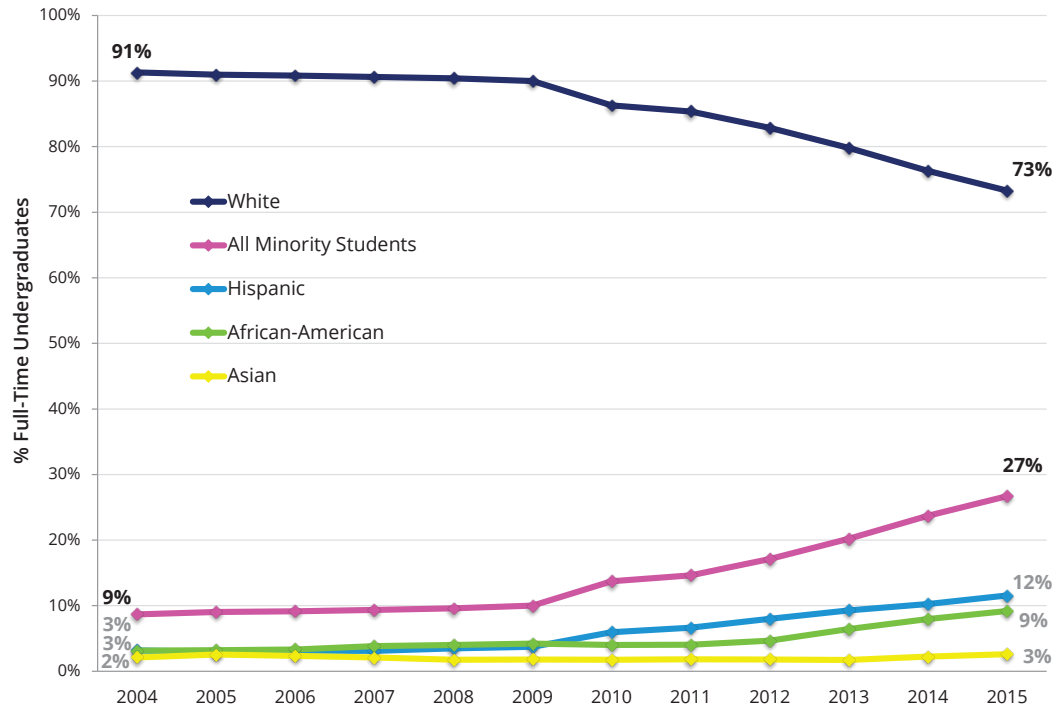


DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged students (18-24) constitute the majority of Fitchburg State's undergraduate enrollment (93%). In Fall 2015, the full-time undergraduate population is 53% female, but it is possible that this may change going forward as some of the new majors are especially attracting male students.

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 and to 27% in Fall 2015. Fitchburg has achieved its goal to be 10% Hispanic; the percent who identified themselves as Hispanic or Latino rose from 3% in Fall 2008 or before, to 9% in Fall 2013, and to 12% in Fall 2015.

Fitchburg is currently undergoing an initiative to increase diversity. The Admissions office has added a counselor dedicated to diversity, and across the campus, there are initiatives to be more intentional, for example, hiring bilingual staff. (See Figure C.)

Figure 2C**Full-Time Undergraduate Enrollment by Race/Ethnicity, Fitchburg State, Fall 2004-2015***Source: Mass DHE Special Calculation 2016*

Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.¹ Fitchburg State draws 92% of its full-time undergraduate student population from the Commonwealth. In Fall 2013, most in-state students came from the surrounding towns and cities in north central Massachusetts, with 67% coming from Worcester and Middlesex Counties.

Currently, 8% of full-time undergraduates come from other states, most from the Northeast. Fitchburg is actively recruiting students in nearby states. Programs such as NEBHE's Tuition Break program, the New England Regional Student Program (RSP), enable New England residents to enroll at Fitchburg State and other state universities at a discount, and Fitchburg's Board recently approved an out-of-state discounting incentive that will begin in Spring 2016. There has also been some discussion at Fitchburg about allowing out-of-state veterans to pay in-state tuition.

Fewer than 1% of full-time undergraduates are international. Fitchburg recently hired a new staff member to work with study abroad, which could serve to bring Fitchburg to the attention of international students, and there have also been campus discussions about recruiting internationally.

¹ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

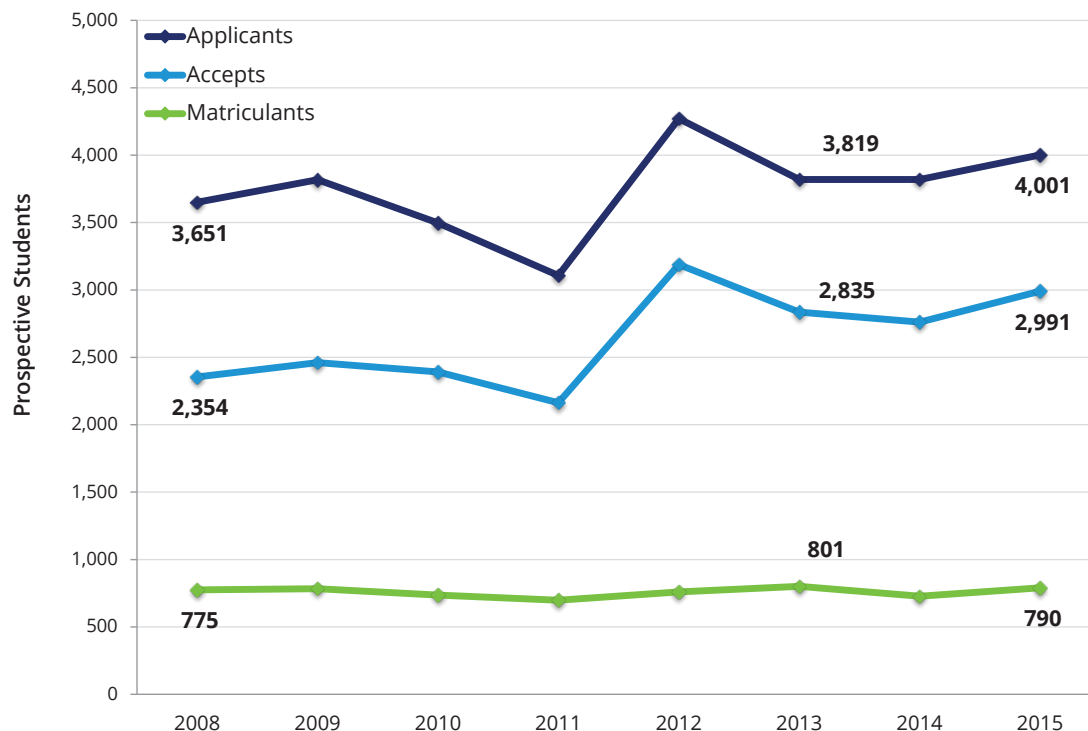
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The applicant pool for full-time undergraduate students has fluctuated over the past eight years, with an overall increase of 10% during that time. The University continues to accept a high proportion of their full-time applicants, 75% in Fall 2015, compared to 74% in Fall 2013. With a Fall 2015 full-time undergraduate population of 3,466 students, and will work to maintain this level going forward. (See Figure E.)

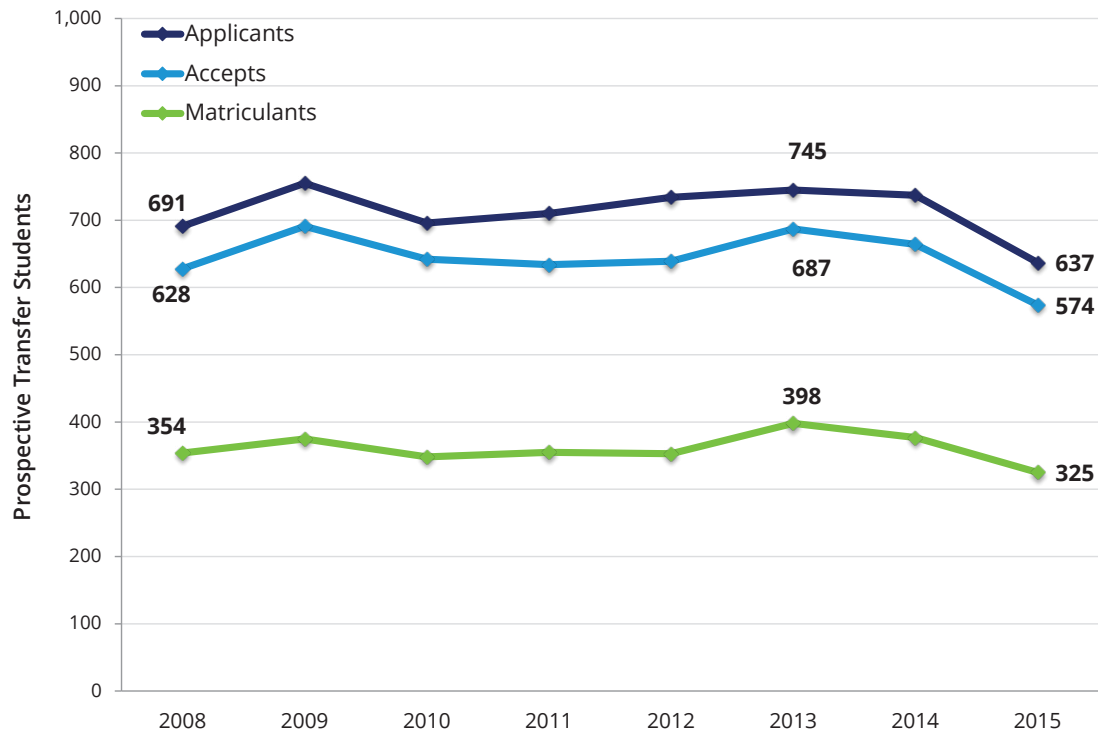
Figure 2E

First-Time Freshman Admissions, Fitchburg State, Fall 2008-2015

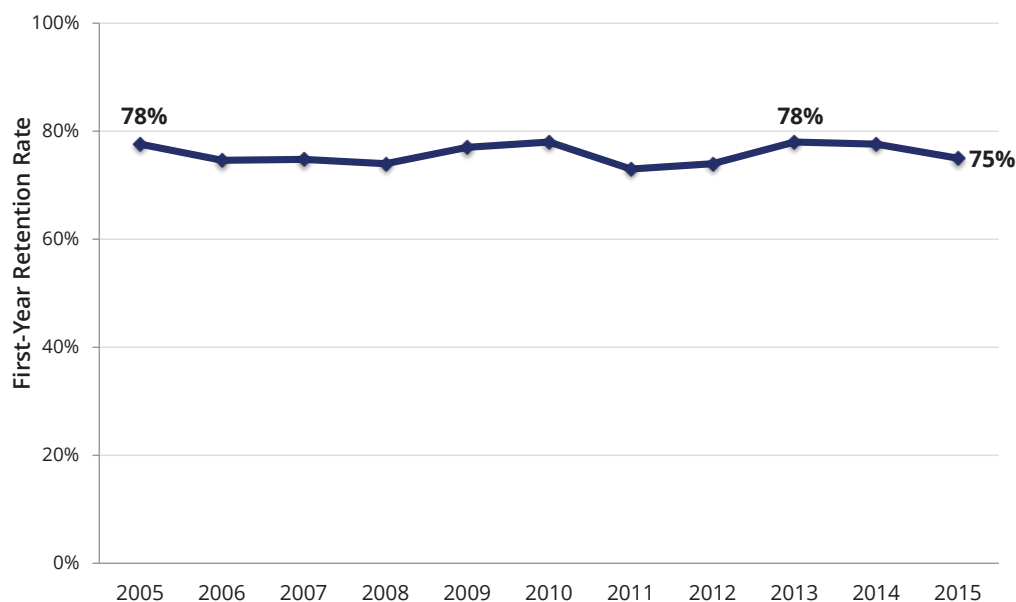
Source: Fitchburg State University, Summer 2016



Transfer Admissions. 34% of all undergraduates at Fitchburg State are transfer students. Since Fall 2008, Fitchburg State has gone through several cycles of growth and decline in transfer applicants and matriculants; Fall 2015 is the first time that the level of transfer applicants and matriculants is lower than it was in 2008. The University is conscious of the fact that Mount Wachusett Community College, its largest feeder, has seen a significant decline in enrollment. Nonetheless, the University feels that it is on target to maintain the Fall 2015 level. The University participates in the Mass Transfers program (from Community Colleges to State Universities), the new Commonwealth Commitment program, and now has a dedicated suite with counselors dedicated to transfer admissions and retention (The Transfer Center). (See Figure F.)

Figure 2F**Transfer Admissions, Fitchburg State, Fall 2008-2015***Source: Fitchburg State University, Summer 2016*

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 2015, the rate of 75% is only somewhat lower than Fall 2005 (78%). (See Figure G.)

Figure 2G**First-Time, Full-Time Freshman Retention Rate, Fitchburg State, Fall 2005-2015****Source: Mass DHE 2016*

* 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, July 2016

DEMAND

Fitchburg State is currently just under its 50% goal, housing 47% of the University's Fall 2015 full-time undergraduate population of 3,466. Currently, housing is guaranteed for first-year students who provide a deposit by May 1 of the previous year, and for eligible returning residents who apply for housing by the published deadline.

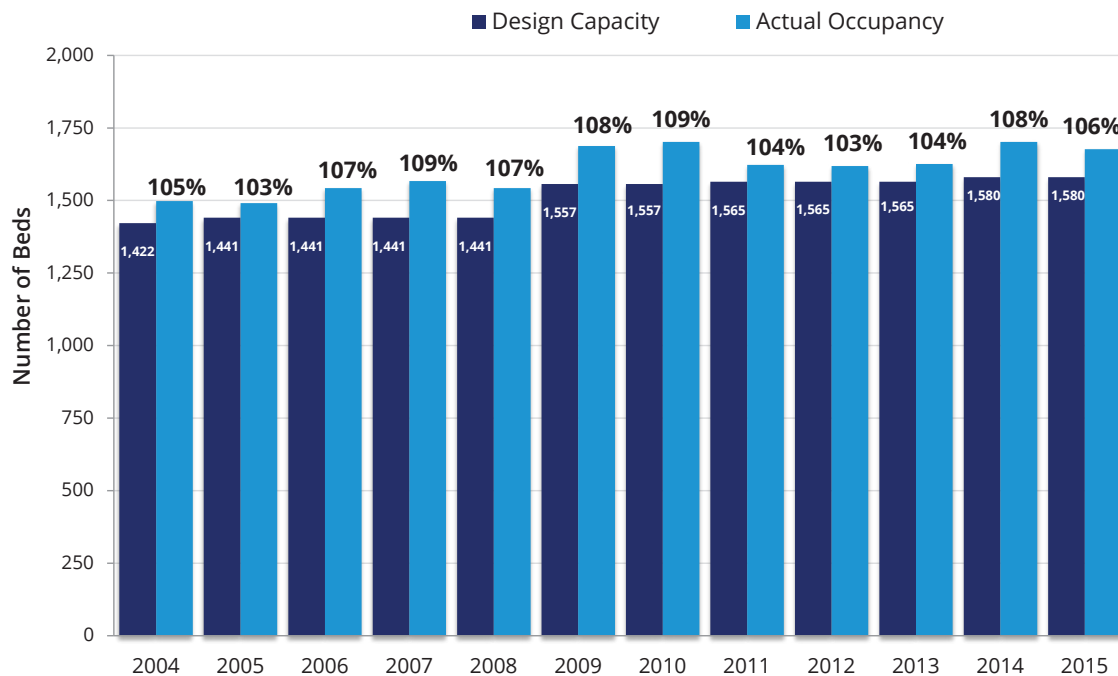
Students are not living merely in dormitories, but rather in housing where they can live, learn, and grow together. To this end, Fitchburg housing staff would like to see more academic integration into the residence halls in terms of a first-year experience, and living learning communities.

Occupancy. The University's on-campus residences continue to be overcrowded and oversubscribed; in Fall 2015, occupancy is at 106%. Beginning in Fall 2014, the University instituted several strategies to minimize the stress students might feel from living in an overcrowded housing environment. (See Figure H.)

Figure 2H

Housing Occupancy, Fitchburg State, Fall 2004-2015

Source: MSCBA, Summer 2016



Summer Housing. Fitchburg currently 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. This is an area of opportunity the University would like to thoroughly analyze for potential growth opportunities, along with a cost/benefit analysis of providing air conditioning, staffing, and linens for summer housing.

Housing Partnerships and Opportunities. 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. At this time, because of demand for on-campus housing, this program continues to be limited to approximately 40 beds.

Fitchburg students currently have the option to live in privately-owned off-campus housing at Simonds Hall, and the MSCBA is in conversations about purchasing this property. The air-conditioned building has capacity for 153 students in shared suites.

It is important to the University that there is a continuing effort to improve the surrounding neighborhood and downtown. The University works with the Mayor and the city's Economic Development Director, and monitors the standards of the nearby private landlords.

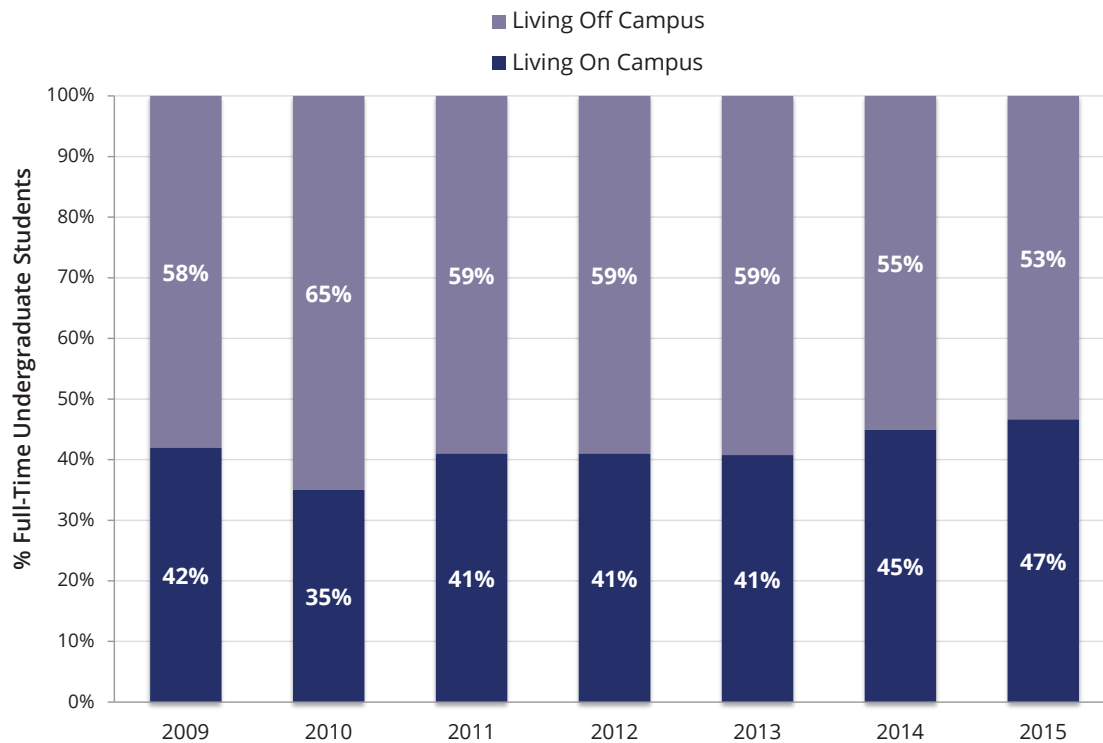
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduate students living in on-campus housing has grown since 2013. In Fall 2015, 47% of full-time undergraduate students live in on-campus housing. (See Figure I.)

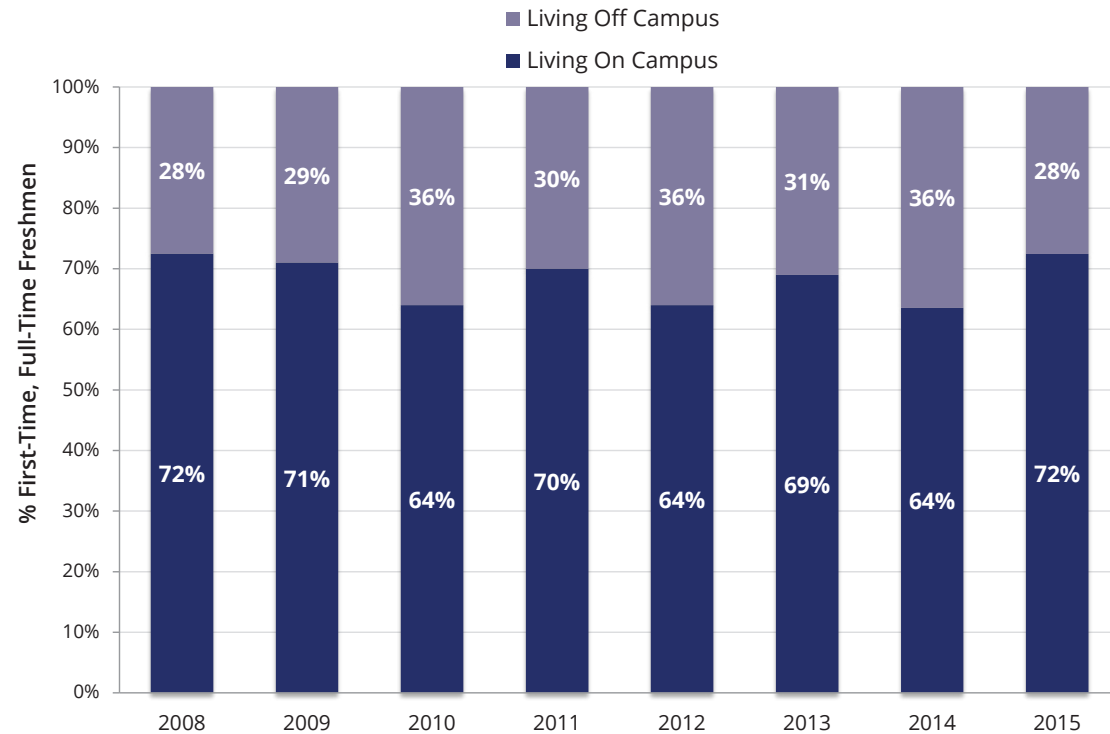
Figure 2I

Housing Situation of Full-Time Undergraduate Students, Fitchburg State, Fall 2009-2015

Source: Fitchburg State University, Summer 2016



First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen living on campus fluctuates narrowly from year to year. In Fall 2015, 72% of first-time, full-time Freshmen live in on-campus housing. (See Figure J.)

Figure 2J**Housing Situation of First-Time, Full-Time Freshmen, Fitchburg State, Fall 2008-2015***Source: Fitchburg State University, Summer 2016*

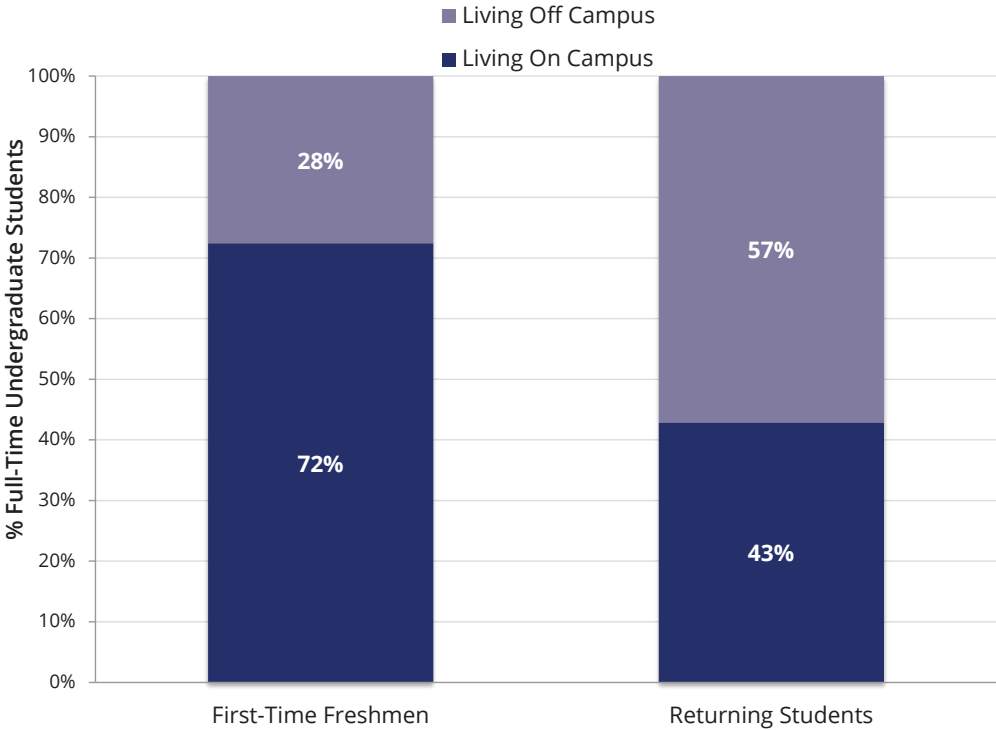
Full-Time Undergraduates by Class. Markedly fewer returning full-time undergraduate students live in on-campus housing than do first-time, full-time Freshmen. Only 43% of returning full-time undergraduates, compared to 72% of first-time, full-time Freshmen, live on campus in Fall 2015. (See Figure K.)



Figure 2K

Housing Situation of Full-Time Undergraduate Students by Class Year, Fitchburg State, Fall 2015

Source: Fitchburg State University, Summer 2016



**HOUSING
PORTFOLIO:
UPDATES**

The 2014 report describes the housing portfolio; there have been no significant updates to it since that report. By bed type, in Fall 2015, 40% of beds are traditional, 48% are suite-style, and 12% are in apartments.

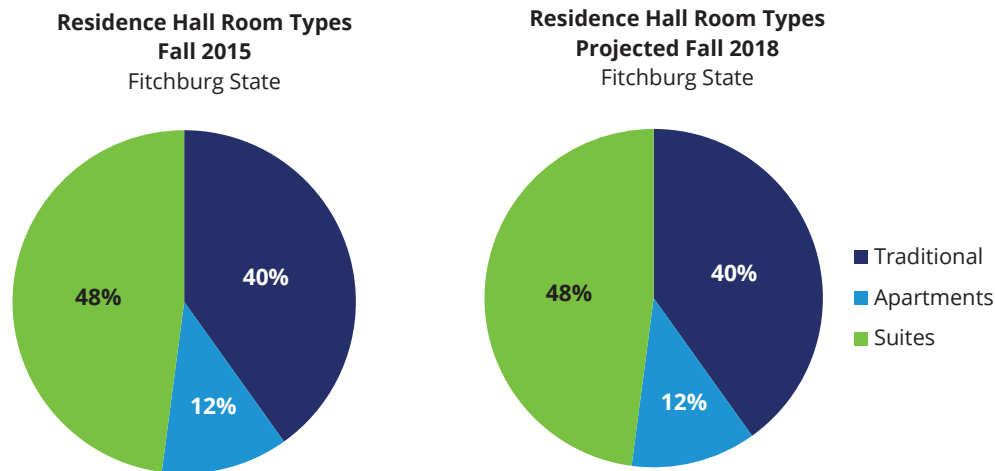


A complete listing of all Fitchburg State residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure L.)

Figure 2L

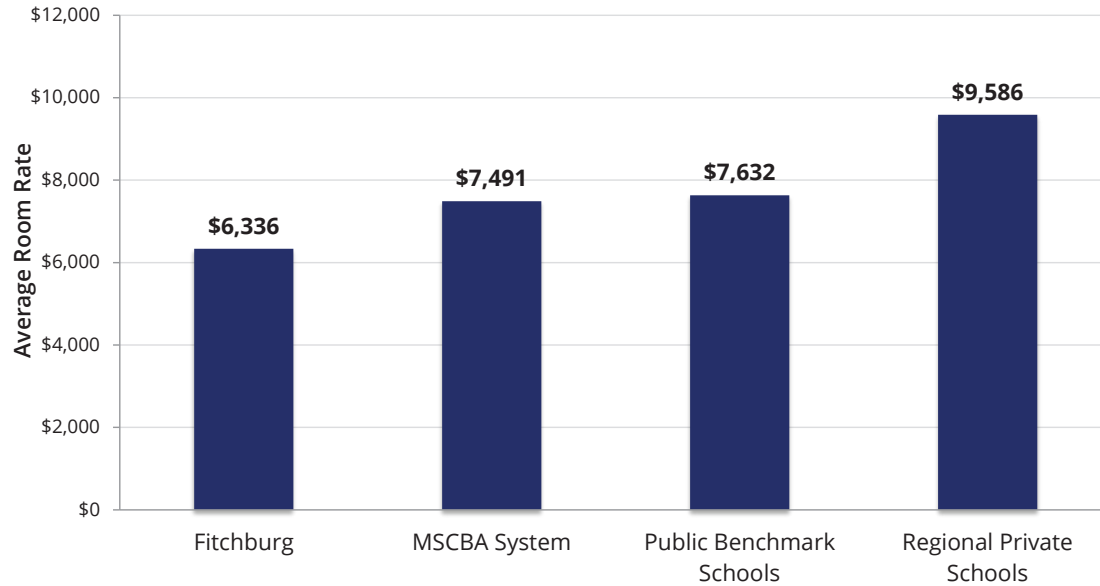
Residence Hall Room Types, Fitchburg State

Source: MSCBA, Summer 2016



FALL 2016 RENTAL CONTEXT

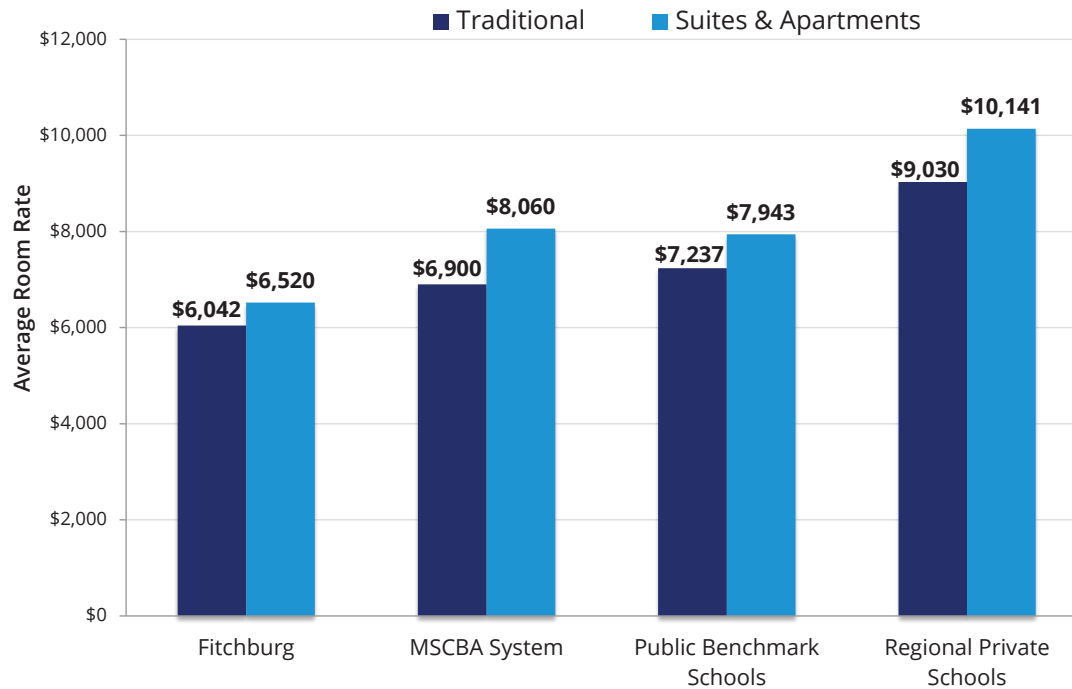
Overall Cost. The average cost of on-campus housing at Fitchburg State is \$6,336 per academic year. This cost is 15% lower than the MSCBA system average, 17% lower than its public benchmarks, and 34% lower than the regional private schools. (See Figure M.)

Figure 2M**Average Room Rate, Fall 2016***Source: MSCBA, Summer 2016; university websites, Summer 2016*

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 suites and apartments are 8% more expensive (\$6,520) than on-campus traditional housing (\$6,042). Rents for both on-campus housing options are lower than average corresponding costs for the MSCBA, and for public and private regional benchmarks (comparable to the 2014 update). On-campus suites and apartments cost 19% less than the MSCBA average, 18% less than the public benchmarks, and 36% less than the regional private schools; since the 2014 update, the gap between Fitchburg and other schools is shrinking. (See Figure N.)

On-campus suites and apartments cost 19% less than the MSCBA average, 18% less than the public benchmarks, and 36% less than the regional private schools.

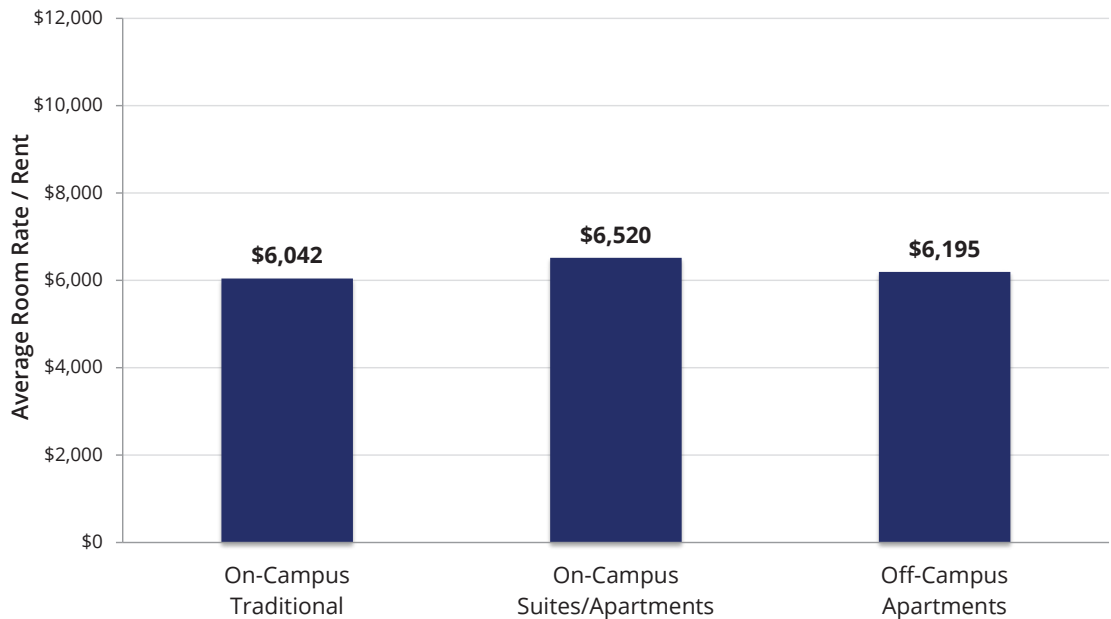
Figure 2N**Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments***Source: MSCBA, Summer 2016; university websites, Summer 2016**Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.*

Off-Campus Housing. The average cost of on-campus suites and apartments is 5% higher (\$6,520) than the average for off-campus housing options (\$6,195). (See Figure O.)

Figure 20

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Fitchburg State, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

There are two planning updates that are relevant to housing at Fitchburg.

1. *The Strategic Plan 2015-2020* identifies Action 3B4: “Expand housing opportunities for faculty, students, and staff in the university neighborhood” in order to meet *Plan Objective #3B*: “Promote the economic, social, and cultural health and development of the City of Fitchburg and the region.”
2. The Student Services White Paper sets Midterm Goal: “Create living and learning communities in residence halls” to fulfill *Recommendation #1*: “Implement Best Practices for Student Success to support an increase in the rate of student retention and graduation.”

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.

2014-2016: Projects Completed

Aubuchon Hall	Roof, Interior Finishes, 18 new beds	\$4,604,994
Hammond Campus Center	Library Renovations – 1st and 2nd floor	13,600,000
Hammond Campus Center	Library - 3rd and 4th Floor & Plaza	16,100,000
Mara Village	Roof and Boiler Replacements - MV 1,3,4,5	1,433,471

2016: Projects Underway

Hammond/Miller Hall	Southside Chiller Replacement	1,334,015
Mara Village	Roofs and Boilers - MV 2,6,7	1,222,952
Townhouse Apartments	Envelope Upgrades	4,585,000

2016 and Beyond: Future Projects Anticipated

Herlihy Hall	Bathroom	2,000,000
Mara Village	Bathroom Ventilation, Kitchen Renovations	1,000,000
Russell Towers	Bathroom Renovations	2,500,000
Russell Towers	Shower Refurbishment	200,000
Townhouse Apartments	Interior Renovations	14,000,000
Townhouse Apartments	Roofs and Landscape	4,000,000

INITIATIVES

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

CURRENT HOUSING INITIATIVES

Recently, the University changed the configuration of its first-year housing, which now provides true common areas in an open building where students can see and be seen. Fitchburg State currently has many other 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. Outdoor spaces and courtyards of several residence halls are also on the radar for upgrading. An outside area beside Aubuchon was improved and is now used as programming space during good weather, and the University is now focusing on an outdoor space beside the townhouses.

Fitchburg recently committed to upgrading Wi-Fi across campus, including the residences. The library recently added tech suites, and if the demand is great for these spaces, consideration will be given to adding them to residences.

An immediate goal is for the University to partner with the Authority to purchase and manage the current off-campus housing, which is currently being leased by the University.

The University may need to investigate updating physical facilities to be more inclusive to transgender students, which would include single-user bathrooms and single rooms within suites. Signage has been updated on bathrooms. There have also been growing requests for comfort animals, which the University has been able to provide for with its current housing inventory.

POTENTIAL CAMPUS INITIATIVES

Recently, the University provided a new dedicated lounge for commuters, which has been well received and is packed at all times. All students now also have an opportunity to utilize a dedicated lounge/multi-purpose space.

A small project of interest within the next three years might be the renovation of the Landry Ice Arena into a multiple sport year-round practice facility. In the far future (five years or more out), the University might also want to resume discussions about a parking garage. The University is in preliminary discussion with the MSCBA about the renovation of the downtown theater, but that also would be targeted for the far future (five years or more out).

V. SUMMARY

Despite the demographic challenges of the state, Fitchburg's student population has continued to grow modestly, and may continue to grow due to its new, popular academic programs. Fitchburg will need to carefully watch the statewide Community College enrollment decline and prepare for a declining number of transfers stemming from these schools.

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, and will continue to enhance their housing with interior space and finishes renovations and exterior enhancements.



Framingham

State University



FRAMINGHAM STATE UNIVERSITY

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,398
Undergraduate Student Enrollment	4,478
Full-Time Enrollment	3,826
Part-Time Enrollment	652
Graduate Student Enrollment	1,920

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

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 Students with Known Race/Ethnicity	27%
Asian	3%
Black	9%
Hispanic	11%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	31%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	74%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	51%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	51%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent	100%
Design Capacity	1,925
Actual Occupancy	1,933
Design Capacity, Fall 2016 ¹	1,996

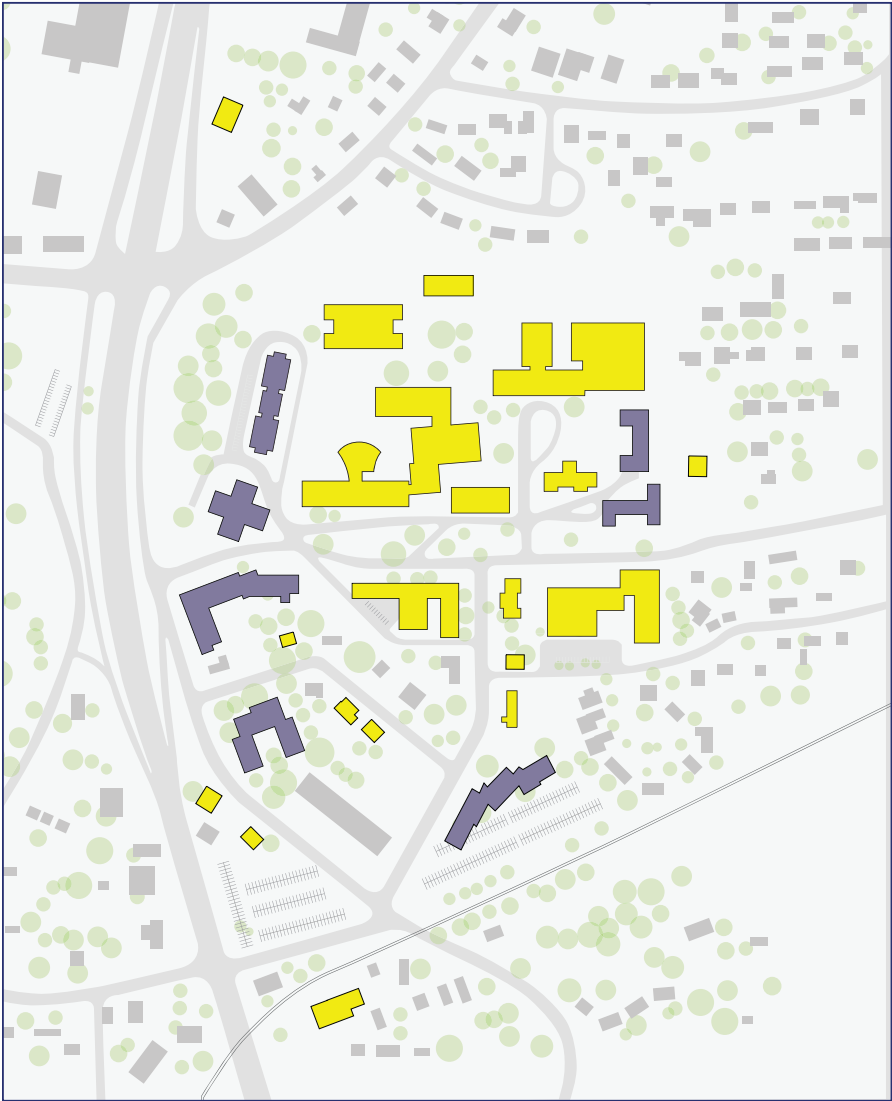
RENTS




Average On-Campus Rent, Fall 2016	\$7,693
Average Off-Campus Rent, Fall 2016	\$11,038
Average Public Benchmark Schools Rent, Fall 2016	\$7,578
Average Regional Private Schools Rent, Fall 2016	\$9,953
Average MSCBA System Rent, Fall 2016	\$7,491

¹ West Hall, a new residence hall opening Fall 2016, replaces 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: UPDATES

In recent years, the University has begun positioning itself as a leader in STEM (Science, Technology, Engineering, Mathematics) education in order to support the vibrant MetroWest economy. Framingham State will also commence a new strategic planning cycle during the 2016-2017 academic year.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

Framingham State is situated on a distinctive 78-acre hillside campus. The University has also recently acquired the Warren Conference Center and Inn (located five miles from the main campus), encompassing an additional 65 acres, that will provide opportunities for expanded academic and student services programming.

The University is in the middle of a \$215M ten-year capital development program. The capstone project is the \$80M Science Project which includes a new laboratory addition to Hemenway Hall - providing state-of-the-art biology and chemistry laboratories - and subsequent renovations to former labs in support of various academic programs. Other significant academic-related projects include the conversion of O'Connor Hall to faculty offices and classrooms, as well as relocation and expansion of the Inclusive Excellence Center; renovations and enhancements to May Hall and the Library; and repurposing of space in Dwight and Crocker Halls.

The University has also recently acquired a three-story office building contiguous to campus that provides expanded administrative office space, as well as property acquisition to support construction of a new resident student parking lot, permitting other parking spaces in the central campus to be reallocated to faculty/staff and commuter students.

Residence hall projects include construction of West Hall, which opened in Fall 2016. This 96,000 square foot facility provides 316 beds, most of which are replacement beds for those lost in the repurposing of O'Connor Hall. Bedrooms are configured in semi-suites of doubles and singles with suite bathrooms. Design includes floor kitchenettes, lounges and ground floor amenities such as a game room and laundry.

Other significant capital projects completed within the current capital program include ongoing maintenance projects to Mann, Peirce, Larned, and Towers Halls; dining hall expansion within the McCarthy Center (that also provided an additional functions venue); acquisition and renovation of the "1812 House" which now houses the MetroWest College Planning Center; acquisition of the Mayhew Street facility currently supporting facilities operations; and, acquisition and renovation of a facility that currently houses the Framingham State University Food Study (in collaboration with Boston Children's Hospital).

II. STUDENT BODY

ENROLLMENT

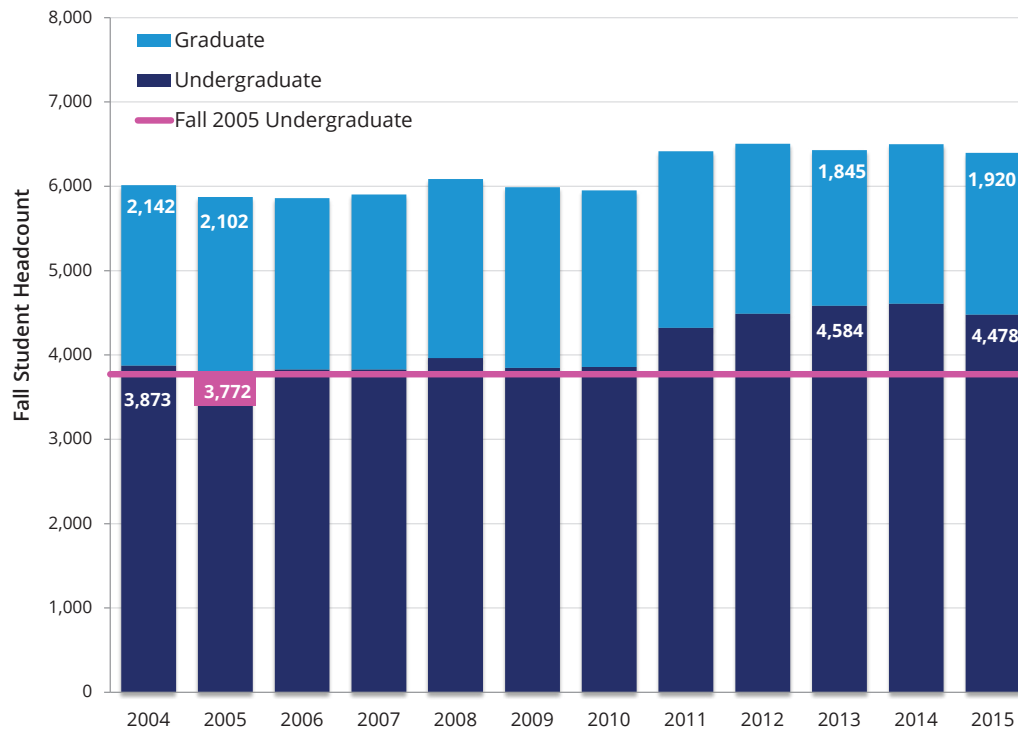
Overall Enrollment. Framingham State's Fall 2015 overall enrollment of 6,398 students is 9% greater than it was 10 years ago in Fall 2005. During the last decade, the undergraduate population increased significantly (19%), by about 700 students. The graduate student population declined 9%, about 180 students.

Unlike many of the other State Universities, a large portion of Framingham State's students are graduate students. The number of graduate students has recently risen from 1,845 in 2013 to 1,920 in 2015, although graduate students as a proportion of all students has declined from 35% in Fall 2010 to 30% in Fall 2015. As there are new programs at the graduate level, including 4+1 programs, the University would like to see the graduate student enrollment increase. (See Figure A.)

Figure 3A

Student Enrollment, Framingham State, Fall 2004-2015

Source: Mass DHE 2016

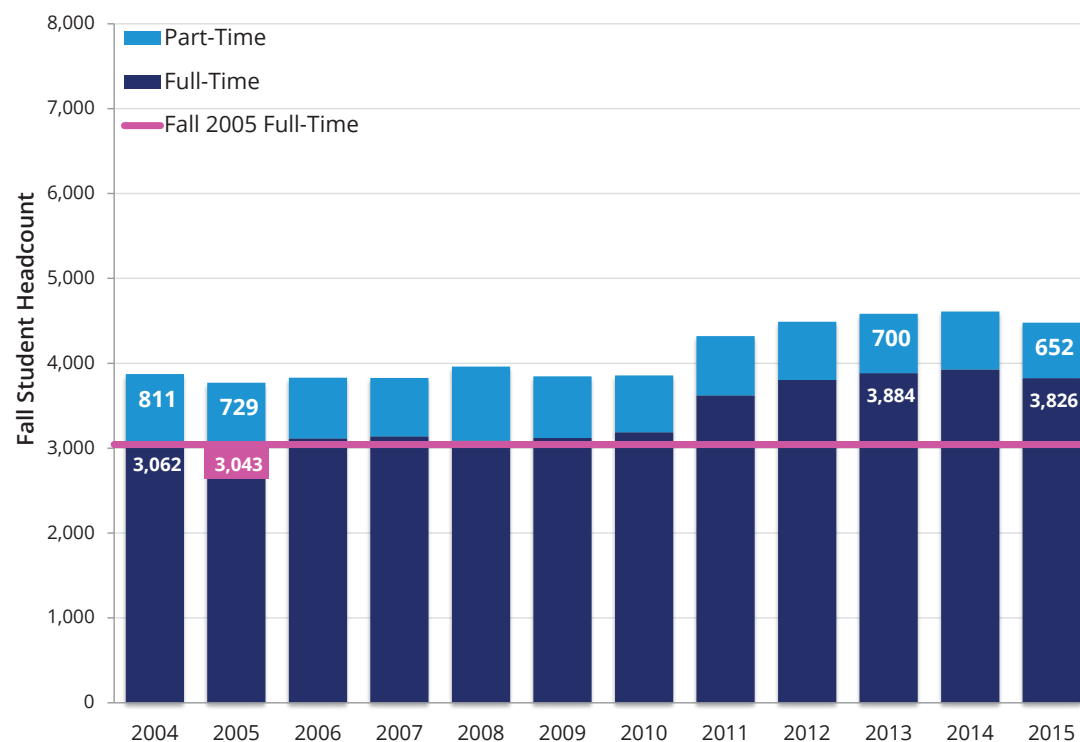


Undergraduate Enrollment. In Fall 2015, Framingham State enrolled 4,478 undergraduate students. The number of full-time undergraduates grew 26% over the past decade (by 783 students), while the part-time population declined 11% (by 77 students). The proportion of undergraduate students who were full-time grew from 79% in Fall 2004 to 85% in Fall 2012, and has remained at that level since. Framingham State and all the State Universities are aware of the State's demographic challenges, and, to maintain their enrollment going forward, will focus on deeply understanding the populations they are serving, and how to best recruit and retain them. (See Figure B.)

Figure 3B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Framingham State, Fall 2004-2015

Source: Mass DHE 2016



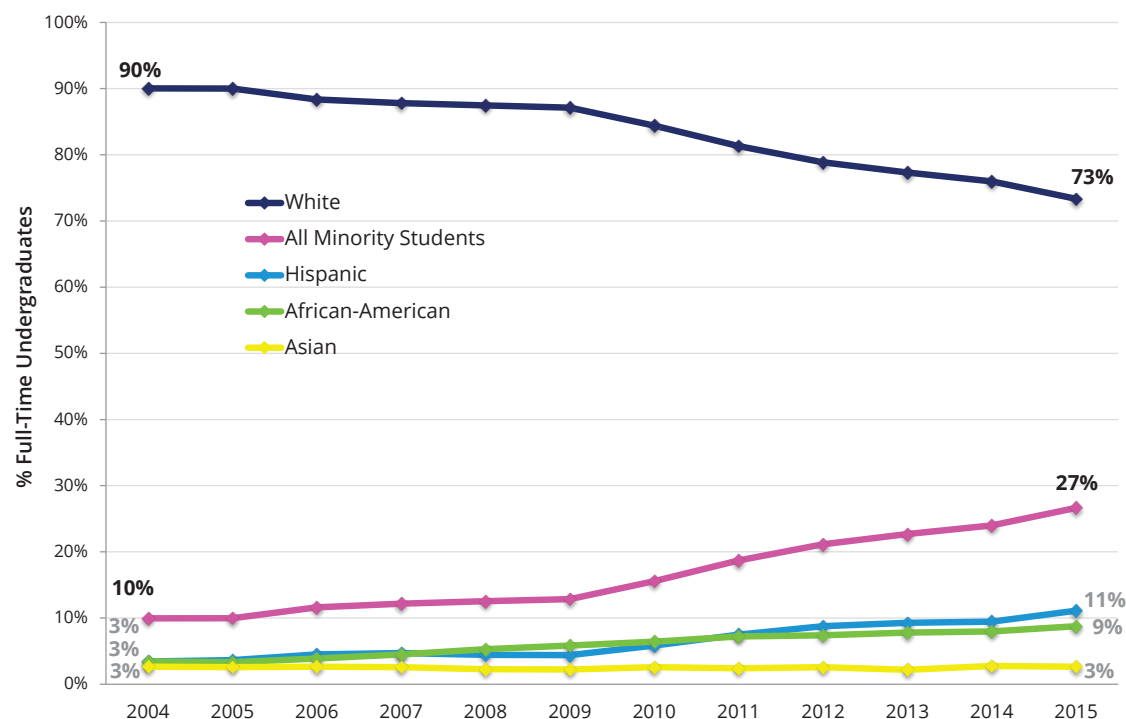
DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged students (18-24) constitute the majority of Framingham State's undergraduate enrollment. In Fall 2015, 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 27% in Fall 2015. Both the Hispanic and African-American undergraduate full-time student populations have increased over the past decade to 11% Hispanic undergraduates and 9% African-American undergraduates. The University notes that it is easier to recruit minority students now that there is already a critical mass on campus. In addition, the University now has a Chief Diversity and Inclusion Officer, and the new Center for Inclusive Excellence supports diversity through the provision of community lectures, performances, presentations and mentorship opportunities. (See Figure C.)

Figure 3C**Full-Time Undergraduate Enrollment by Race/Ethnicity, Framingham State, Fall 2004-2015**

Source: Mass DHE Special Calculation 2016



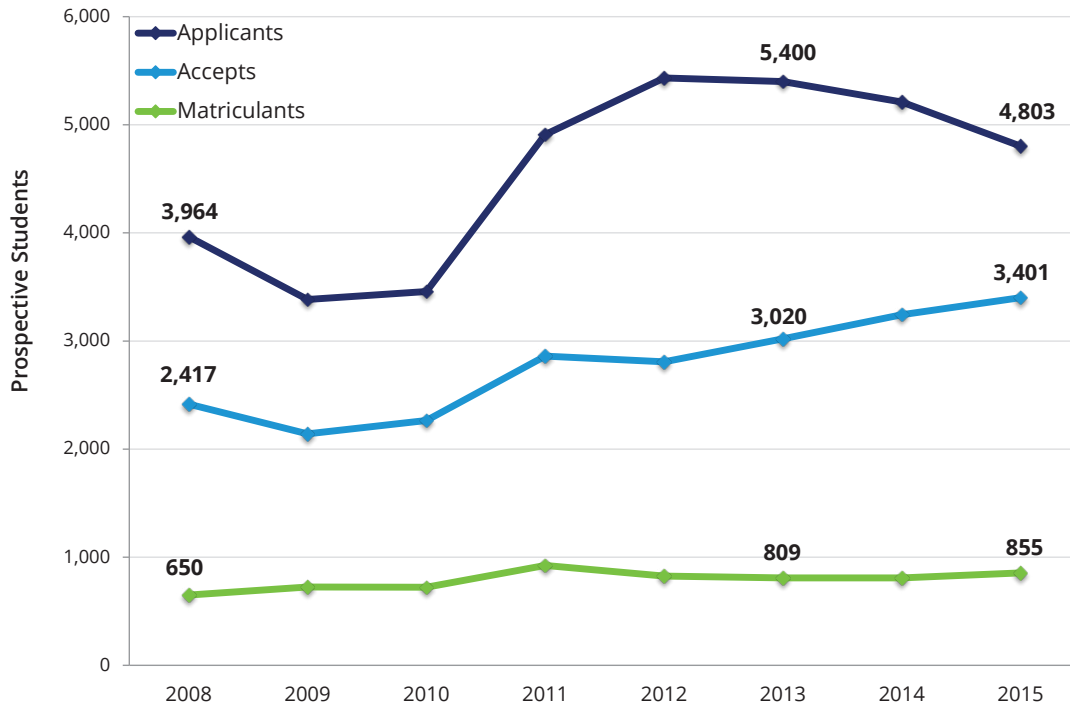
Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

*Geographic Distribution.*² 97% of Framingham State's full-time undergraduate population comes from Massachusetts, and fewer than 1% are international students. In Fall 2013, the University drew a great number of its in-state students from the surrounding Boston-area towns and cities; 67% were from Middlesex, Worcester, and Norfolk Counties.

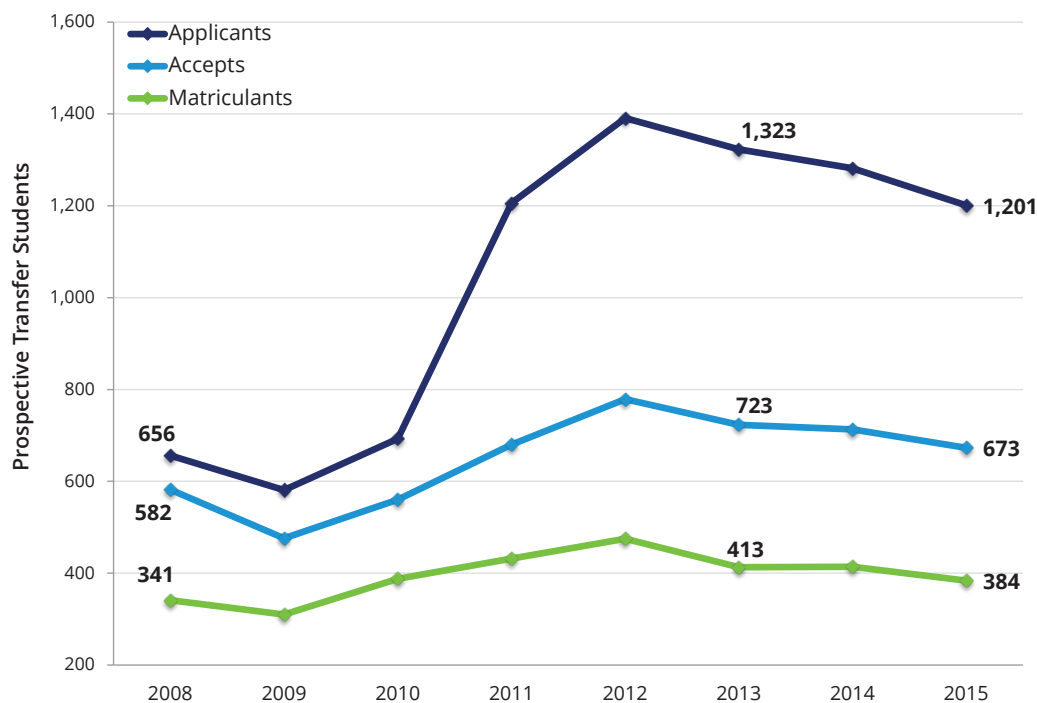
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Since Fall 2008, the number of first-time Freshmen declined, rose strongly, then leveled off and has since decreased slightly; overall, applications remain 21% higher than in Fall 2008. During this same time period, the number of matriculants increased 32% (205 students). (See Figure E.)

² Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

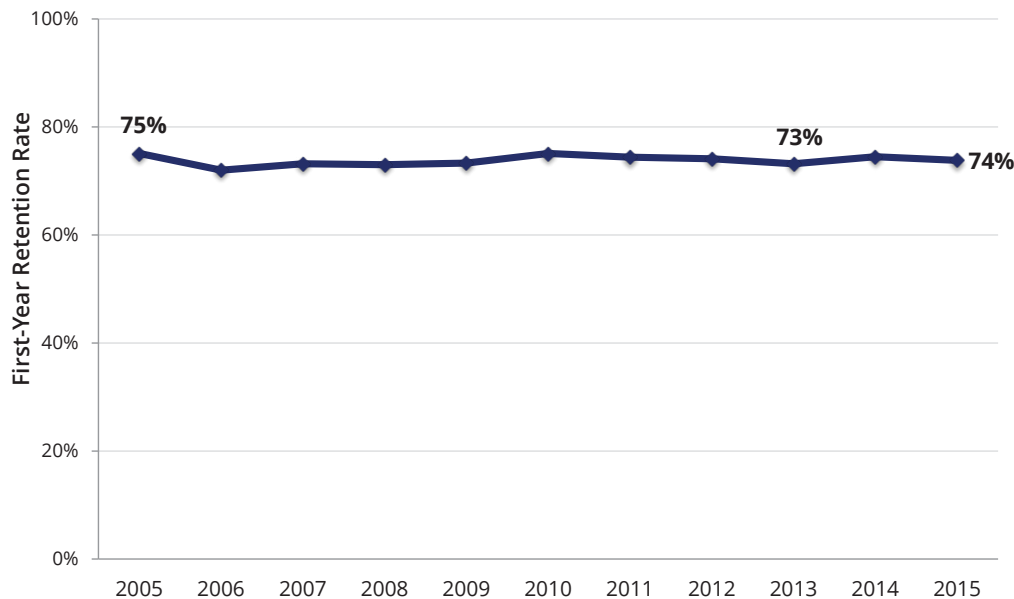
Figure 3E**First-Time Freshman Admissions, Framingham State, Fall 2008-2015***Source: Framingham State University, Summer 2016*

Transfer Admissions. The University has almost 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 2015, they accepted only 56%. The number of transfer matriculants peaked at 475 students in 2012, a 39% increase since Fall 2008, but has since declined to 384 students. Framingham State participates in the MassTransfer program and the Joint Admission agreement with the state community colleges. The University is conscious of the fact that the state community colleges are seeing a significant decline in enrollment. (See Figure F.)

Figure 3F**Transfer Admissions, Framingham State, Fall 2008-2015***Source: Framingham State University, Summer 2016*

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 2015. (See Figure G.)

Figure 3G**First-Time, Full-Time Freshman Retention Rate, Framingham State, Fall 2005-2015****Source: Mass DHE 2016*

* 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 2015-16 Guide to Residence Living

DEMAND

In Fall 2011, with the opening of North Hall, Framingham State housed 53% of its full-time undergraduate population, the first time it had been able to meet its goal of housing at least 50% of its full-time undergraduate students. In Fall 2013 and Fall 2015, the percent housed was 50% and 51%, respectively.

The University planned its new residence hall, West Hall, which opened 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 and student activity space. Design capacity in Fall 2016 is intended to be sufficient to house at least 50% of full-time undergraduate students. However, of note, the design capacity for Fall 2015 (1,925 students) is somewhat less than the number of students housed in Fall 2015 (1,933).

Since 2014, new policies have been put into place to allow additional groups of students to live in the residence halls. The halls now have students from Continuing Education and graduate students, and may soon have a few Mass Bay Community College students.

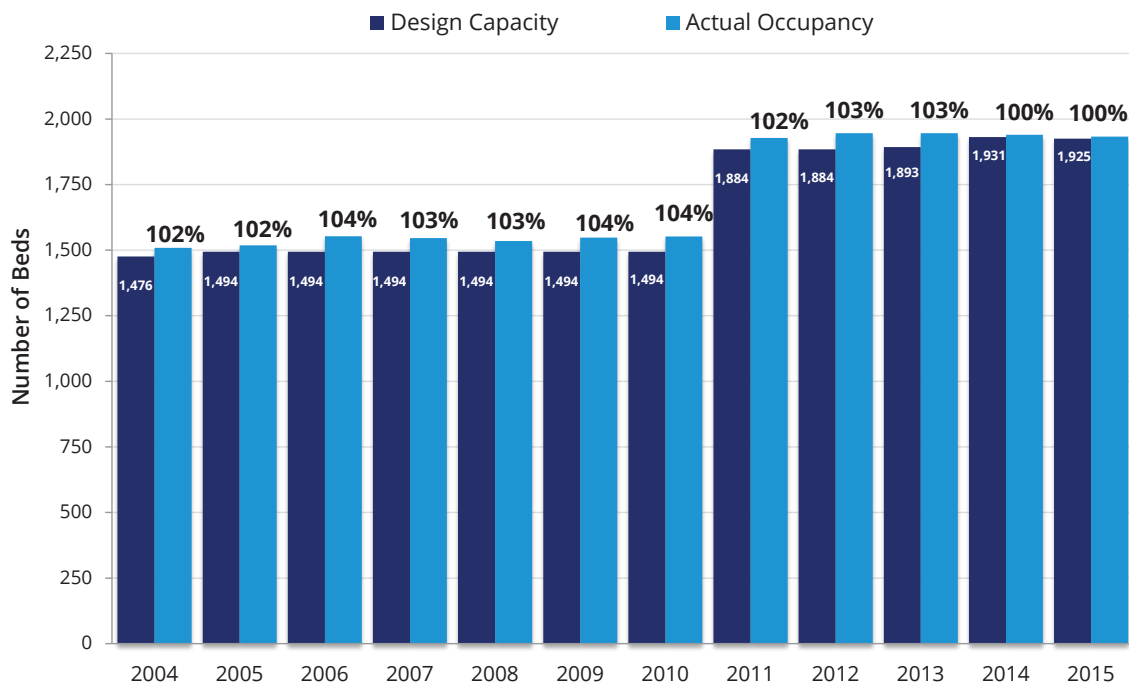
Occupancy. Despite the strong increase in design capacity in Fall 2011 with the opening of North Hall, the demand for housing on campus is strong, and occupancy remains at 100% in Fall 2015. The opening of West Hall in Fall 2016 provides an additional net 71 beds. Students are excited about the new building, and although it is typical for students to be hesitant to give it a try, West Hall has opened only slightly undersubscribed. (See Figure H.)

Summer Use of Housing. A survey of students indicated that they felt the financial need to work in the summer rather than live on campus and study. The University has begun to explore summer camps with a potential housing option, as well as international summer groups (e.g., Ecuador). A new, full academic year housing option, which includes academic year break periods, was instituted in Fall 2015.

Figure 3H

Housing Occupancy, Framingham State, Fall 2004-2015

Source: MSCBA, Summer 2016



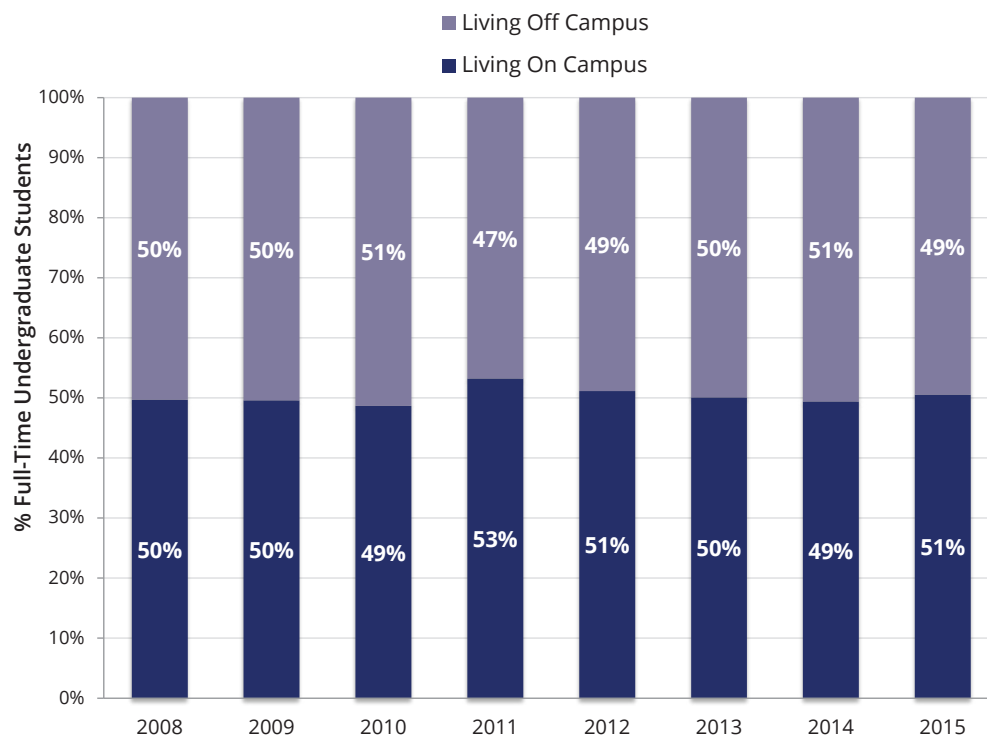
ON-CAMPUS STUDENT HOUSING PROFILE

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 eight years. In Fall 2015, 51% of full-time undergraduate students live in on-campus housing. (See Figure I.)

Figure 3I

Housing Situation of Full-Time Undergraduate Students, Framingham State, Fall 2008-2015

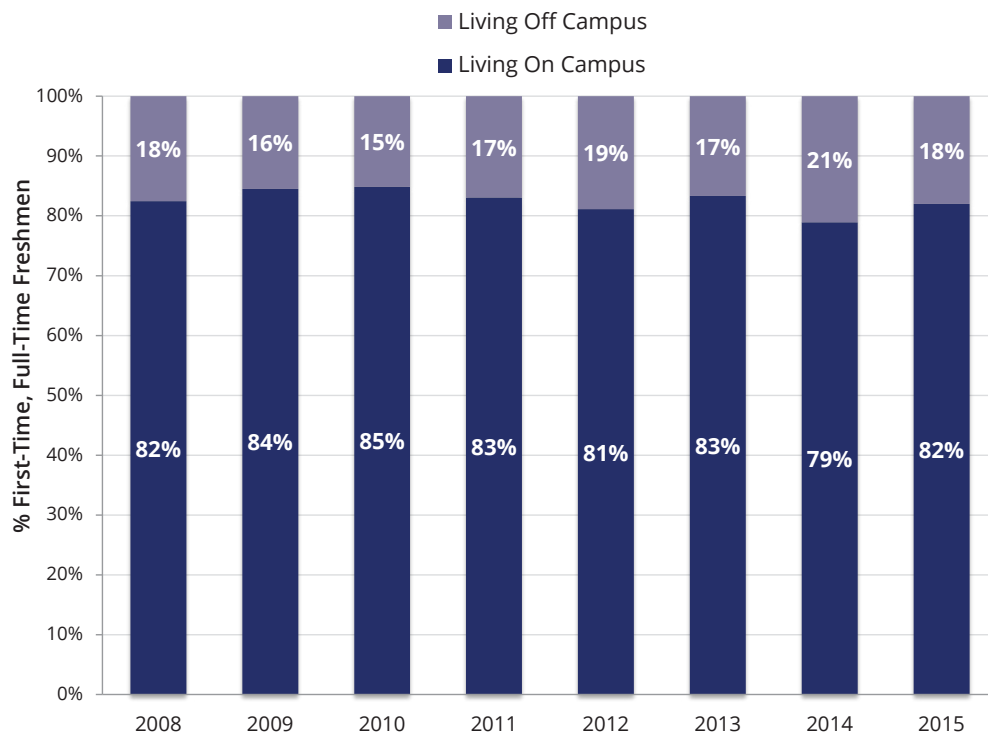
Source: Framingham State University, Summer 2016



At one point in time, students of color might have felt more isolated in their on-campus experience, but, as the proportion of residents who are students of color has increased, the hope is that this will no longer be the case. In Fall 2016, the new Residence Hall Climate Committee will also be meeting regularly to learn about the experiences of underrepresented populations (including Black, Hispanic, and first-generation students).

*First-Time, Full-Time Freshmen.*³ The percentage of first-time, full-time Freshmen living in on-campus housing is similarly stable; it has remained between 79% and 85% for the past eight years. In Fall 2015, 82% of first-time, full-time Freshmen live on campus. (See Figure J.)

³ '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.

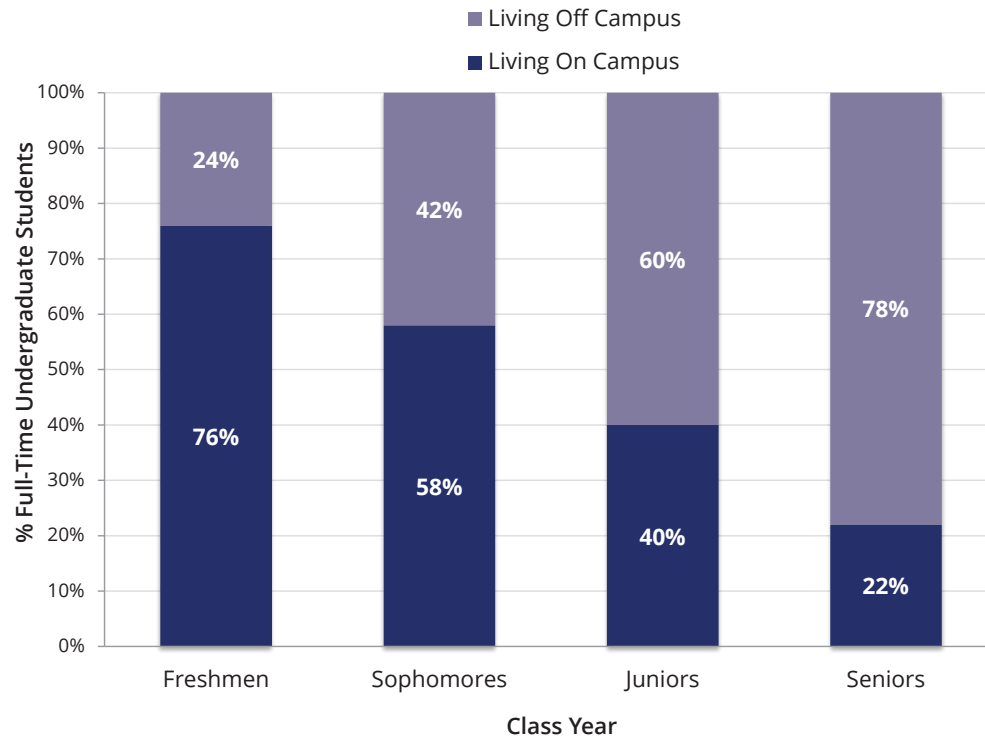
Figure 3J**Housing Situation of First-Time, Full-Time Freshmen, Framingham State, Fall 2008-2015***Source: Framingham State University, Summer 2016*

Full-Time Undergraduates by Class. The percentage of full-time undergraduates living on campus in Fall 2015 is lower for each subsequent class. (Note that while 82% of first-time, full-time Freshmen live on campus in Fall 2015 (Figure J), only 76% of all full-time Freshmen, which include transfer students and other non-first-time students with Freshman status, live on campus.) More than half of full-time Sophomores also live on-campus in Fall 2015 (58%). (See Figure K.)

Figure 3K

Housing Situation of Full-Time Undergraduate Students by Class Year, Framingham State, Fall 2015

Source: Framingham State University, Summer 2016



HOUSING PORTFOLIO: UPDATES

The Fall 2016 opening of the West Hall housing, which is configured as semi-suites, expands the range of on-campus suites, further enhancing the appeal of on-campus living. This increases the number of on-campus suites from 490 beds in Fall 2015, to 806 beds beginning in Fall 2016. By bed type, in Fall 2015, 75% of beds are traditional, and 25% are suite-style; Framingham does not offer apartments.

Framingham State has added programs to accommodate student housing interests and needs relative to gender identity. Two years ago, the University worked with students



and developed gender-inclusive housing programs, which were incorporated into both the student room selection process and the new student assignment process. In addition, a number of re-strooms were redesignated as gender-neutral restrooms in campus buildings, including residence halls.

To date, there have been fairly limited requests for comfort animals. General inquiries are rising, including inquiries from staff members who may personally require a comfort animal.

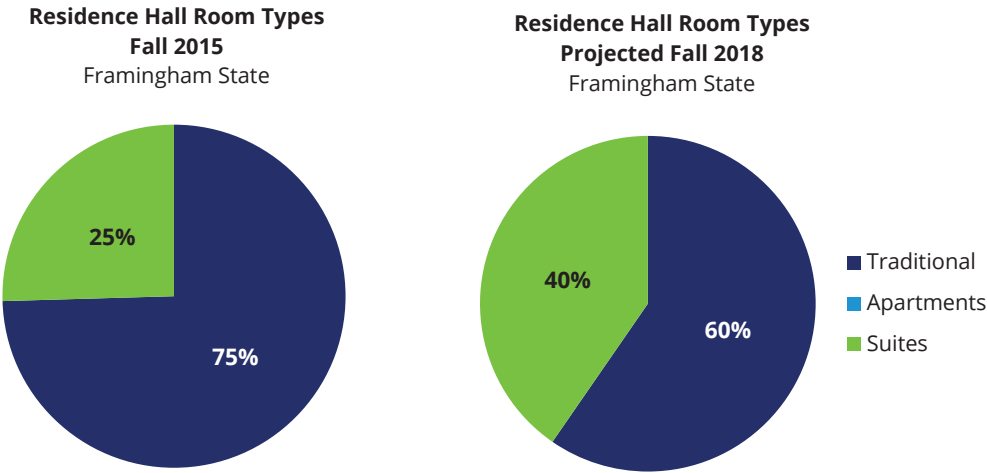
The campus Wi-Fi infrastructure is strong, and extends to the residence halls.

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 L.)

Figure 3L

Residence Hall Room Types, Framingham State

Source: MSCBA, Summer 2016



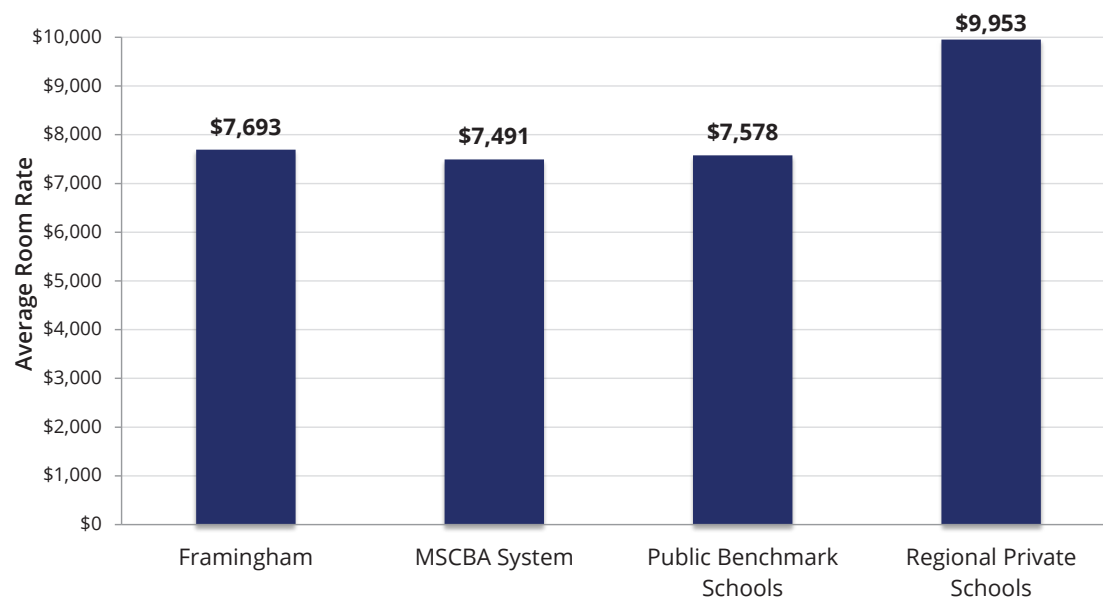
FALL 2016 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Framingham State is \$7,693 per academic year, a cost which is 3% higher than the MSCBA average rent, 2% higher than that of public benchmarks, and 23% lower than that of its regional private benchmarks. (See Figure M.)

Figure 3M

Average Room Rate, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



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.

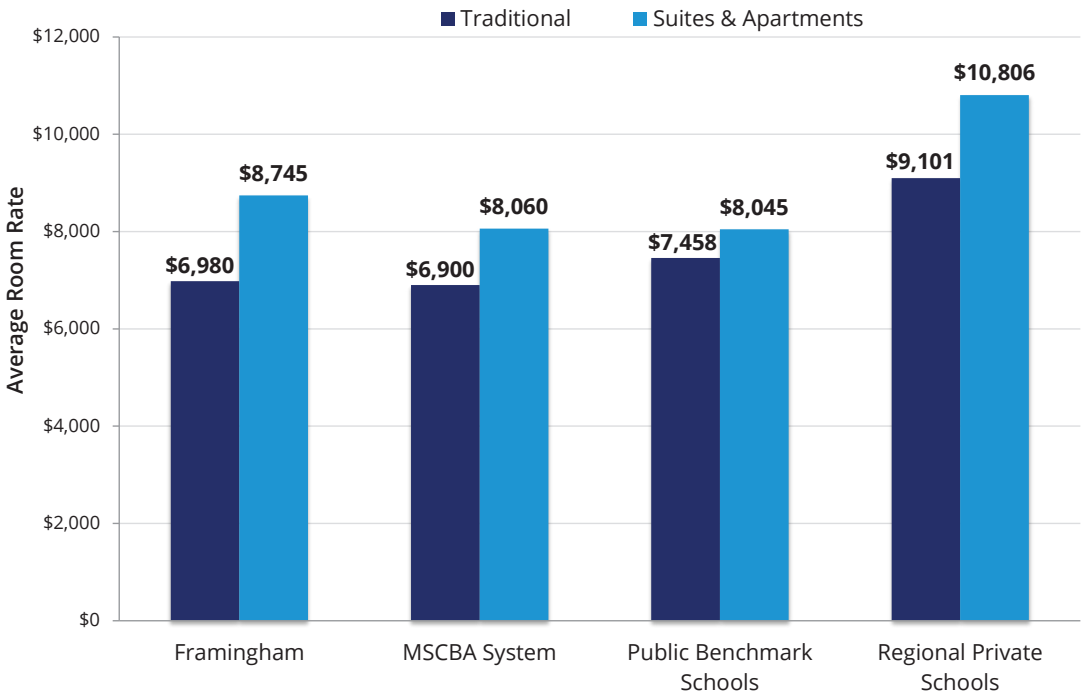
On-Campus Suites and Apartments. There is a sizable difference in cost in Framingham State’s on-campus housing options, with on-campus suites and apartments costing 25% more than on-campus traditional housing. Costs for traditional options are nearly equivalent to the MSCBA average, 6% lower than public benchmarks, and 23% lower than private regional benchmarks. Costs for suites and apartments in Fall 2016 are 8% higher than the MSCBA average, 9% higher than public benchmarks, and 19% lower than private regional benchmarks. (See Figure N.)

Costs for traditional options are nearly equivalent to the MSCBA average, 6% lower than public benchmarks, and 23% lower than private regional benchmarks.

Figure 3N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016

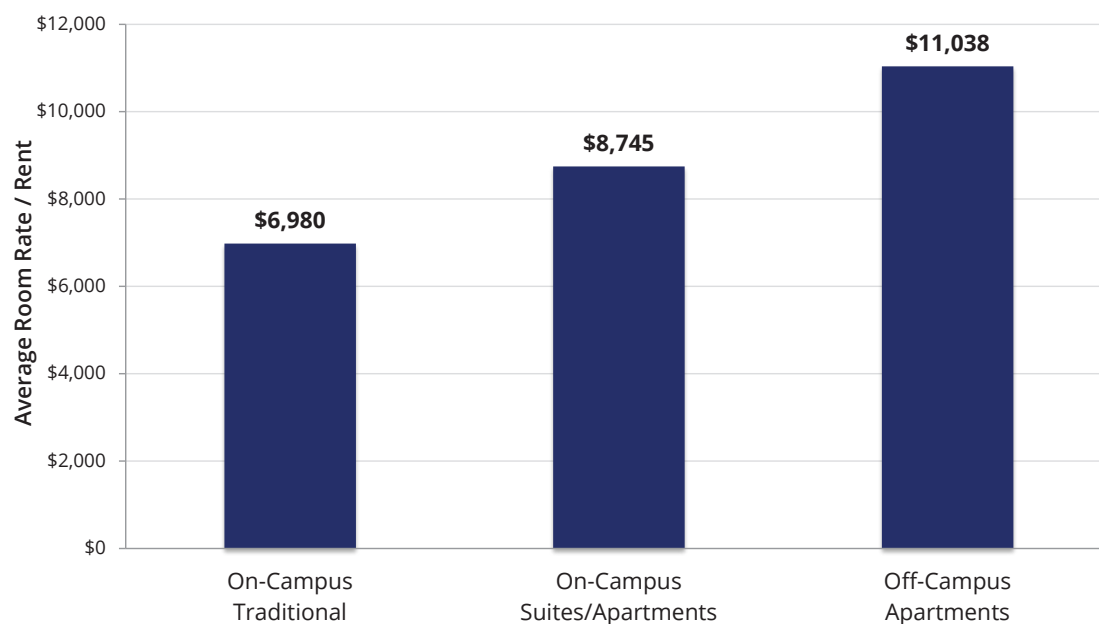


Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. There is a reasonable supply of off-campus housing in the neighborhoods surrounding Framingham State and in downtown Framingham. New housing will open downtown that will offer about 500 new units. However, a spike in cost in the area has made it difficult for students, and even faculty, to find housing near to campus; both populations are moving west into neighboring towns (for example, Ashland, MA). Rents for on-campus suites and apartments (\$8,745) are 21% lower than average rents for nearby off-campus options (\$11,038), a factor that likely contributes to the high demand for on-campus housing. (See Figure O.)

Figure 30**Average On-Campus Room Rate and Off-Campus 10-Month Rent, Framingham State, Fall 2016**

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

Framingham State's 2012-2017 Strategic Plan is summarized in the MSCBA's 2014 Strategic Plan Update.

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.

2014-2016: Projects Completed

Corrine Towers	Vapor Barrier	\$400,000
Larned Hall	Roof Replacement	320,000
Maple St. Athletic Field	Field Upgrades, Turf, and Lighting	4,650,000
Mayhew St. Property	Acquisition and Improvements to Support Facilities Relocation	1,100,000
O'Connor Hall	Elevator Installation	900,000
Salem End Parking	New Parking Lot (250 cars)	2,866,622
West Hall	New Residence Hall - 316 Beds	44,000,000
1812 House	Renovations to College Planning Center Offices	1,250,000

2016: Projects Underway

Franklin St. Parking	Land Acquisition / New Surface Lot - 300 spaces	3,555,000
Larned Hall	Heating Upgrades	225,000
O'Connor Hall	Bathroom and Faculty Office Renovations	3,400,000
Peirce and Horace Mann Halls	Roof Replacements	845,000

2016 and Beyond: Future Projects Anticipated

Linsley Hall	Interior Renovations	1,000,000
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INITIATIVES

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

CURRENT HOUSING INITIATIVES

West Hall opens in Fall 2016. An office facility contiguous to campus will be acquired, freeing up some space in the Towers that was previously used for storage.

POTENTIAL HOUSING INITIATIVES

Safety and Security. Following up on recommendations from Board of Education report, Framingham has requested funding for lighting, cameras, and software to monitor use of the cameras.

Outdoors. The University would like a basketball court connected to the residences.

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 there is little room for expansion. In addition, due to the large evening program, existing facilities are utilized 18 hours per day.

Parking for residential students is adequate, although not always in the locations that are most favored. Parking 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.

Campus dining will be reviewed in 2016, with expected changes in 2018.

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

Between 2010 and 2014, Framingham State experienced strong growth in its undergraduate student population, and this growth environment affected many campus facility decisions. As residence hall occupancy was above 100% for more than a decade, the decision to build a new hall was clear. Going forward, with the State's demographic challenges, Framingham's new focus will be on how its facilities can help to recruit and retain students.

MASSART

MASSACHUSETTS COLLEGE
OF **ART AND DESIGN**



MASSACHUSETTS COLLEGE OF ART AND DESIGN

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	1,990
Undergraduate Student Enrollment	1,873
Full-Time Enrollment	1,544
Part-Time Enrollment	329
Graduate Student Enrollment	117

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	66%
From Out-of-State	30%
From Abroad	4%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	93%
Male	29%
Female	71%
Minority Students with Known Race/Ethnicity	26%
Asian	10%
Black	3%
Hispanic	11%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	23%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	92%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	70%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	38%
Housing Target <i>Full-Time Undergraduates</i>	40%
Occupancy Percent <i>Includes Non-MassArt Students¹</i>	99%
Design Capacity	919
Actual Occupancy <i>Includes Non-MassArt Students¹</i>	906
Actual Occupancy <i>MassArt Students Only¹</i>	600

RENTS

Average On-Campus Rent, Fall 2016	\$10,683
Average Off-Campus Rent, Fall 2016	\$17,107
Average Public Benchmark Schools Rent, Fall 2016 ²	\$10,635
Average Regional Private Schools Rent, Fall 2016	\$10,670
Average MSCBA System Rent, Fall 2016	\$7,491

¹ MassArt has a long-term agreement to lease 261 beds to the Massachusetts College of Pharmacy and Health Sciences. In 2015-2016, MassArt temporarily leased 45 beds to be occupied by Suffolk University students.

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

Map 4A

Campus Map - Massachusetts College of Art and Design



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

The 2014 report describes campus academic history; there have been no significant updates to it since that report.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

- Residence hall security system upgrade
- Smith Hall lobby and lounge renovation
- Gender-inclusive bathroom signs (per state plumbing inspector)

II. STUDENT BODY

Overall Enrollment. MassArt's overall enrollment decreased 6% between Fall 2005 and Fall 2015. Enrollment peaked in Fall 2010, and then declined 19%, to 1,990 students in Fall 2015.

MassArt anticipates that Fall 2015 was an atypical year for undergraduate enrollment, and a significantly stronger incoming class is predicted for Fall 2016. MassArt has put together a very successful recruitment cycle for 2016, which includes domestic and international students, as well as transfer students. The percent and number of students who are international is expected continue increasing. MassArt has also implemented initiatives to ease the transition of transfer students and anticipates growth in the transfer student population for the Fall 2016 admissions cycle.

At the graduate level, MassArt is developing new academic offerings and recruitment procedures, and is reorganizing some current programs that will help MassArt to become more competitive and to grow the graduate program.

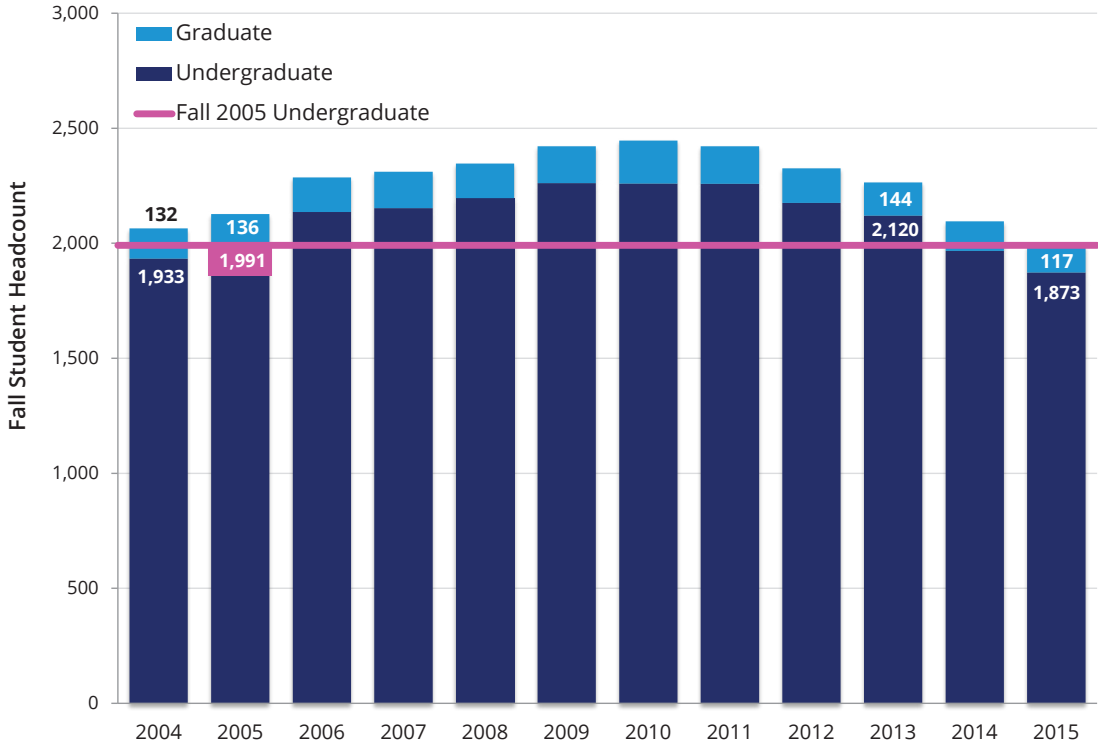


Undergraduate students currently compose 94% of the overall Fall 2015 enrollment (1,873 students), and graduate students compose 6% of the overall enrollment (117 students). (See Figure A.)

Figure 4A

Student Enrollment, MassArt, Fall 2004-2015

Source: Mass DHE 2016

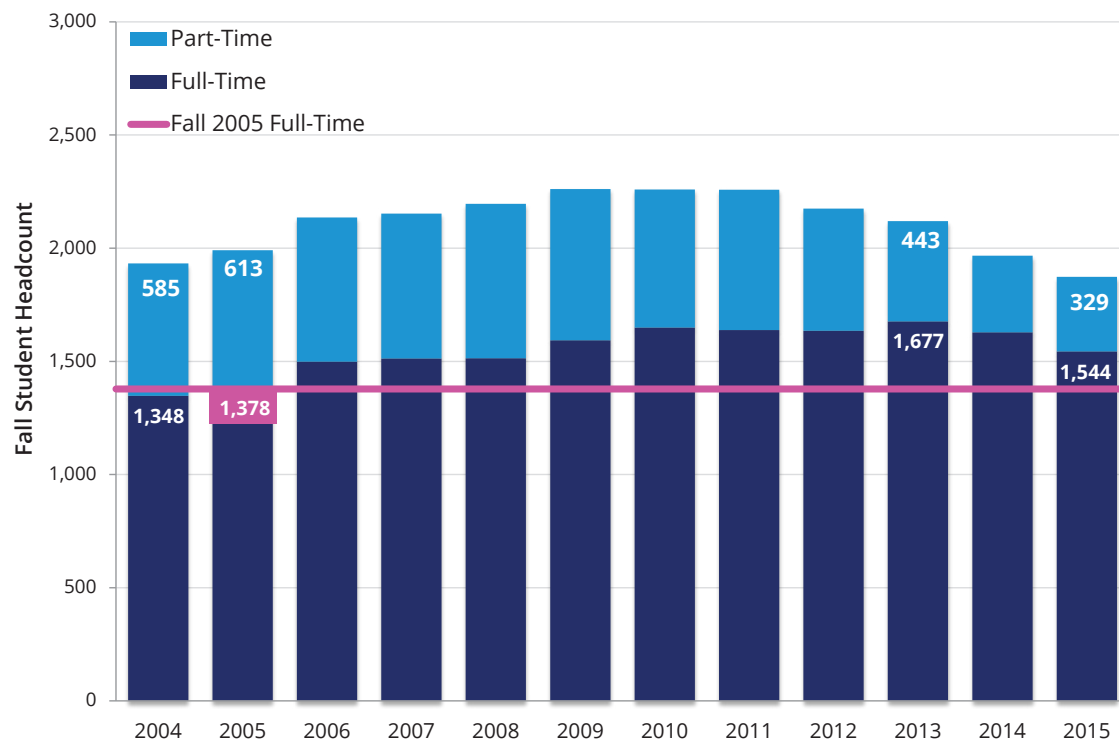


Undergraduate Enrollment. The undergraduate population has decreased 6% over the past decade, but that decline is due to fewer part-time undergraduates. The number of full-time undergraduates has increased 12% over the past decade, while the number of part-time undergraduates has decreased by 46%. Over the past five years, the population of full-time undergraduates as a percentage of all undergraduates has increased steadily, to 82% in Fall 2015. (See Figure B.)

Figure 4B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, MassArt, Fall 2004-2015

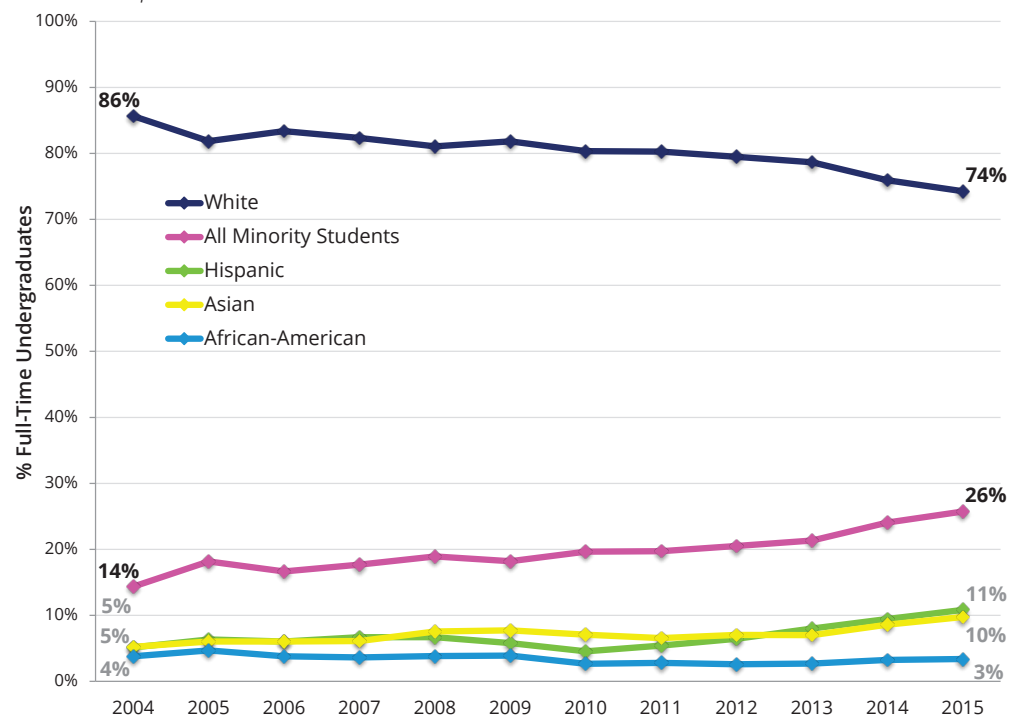
Source: Mass DHE 2016



Student Body Composition. Of the full-time undergraduate population, 71% are female, 93% are of traditional age (18-24), and 26% are from minority populations. MassArt's minority population has been growing each year, and it is anticipated that this trend will continue. The College has developed many admissions strategies which are predicted to improve the admissions yield and retention of minority students. These strategies include new pipeline and youth programs (e.g., Artward Bound, Boston public schools programming, coordinating efforts with magnet middle schools), appointing a new Dean of Admissions and Enrollment Management, appointing admissions counselors with a specialty focus, and adopting the Common Application in 2016-2017. In addition, MassArt has joined a test-optional admissions pilot sponsored by the Massachusetts Board of Higher Education, and should see potential application growth for the 2016-2017 application cycle. (See Figure C.)

Figure 4C**Full-Time Undergraduate Enrollment by Race/Ethnicity, MassArt, Fall 2004-2015**

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.³ In Fall 2015, MassArt draws 66% of its full-time undergraduate students from within Massachusetts, a somewhat smaller percentage than was reported in the last update for Fall 2013 (68%), and draws 30% from other states. Among the State Universities, MassArt has the highest percentage of full-time undergraduate students who are from other states.

The population of full-time undergraduate who are international at MassArt has risen between Fall 2013 and Fall 2015, from 2% to 4% of full-time undergraduates. Among the State Universities, MassArt has the highest percentage of students who are international; students stem from a broad range of countries, including Iran, South America, and China.

UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The number of MassArt first-time Freshman applications fluctuated from Fall 2008 to Fall 2015. In Fall 2015, there were 1,273 applications, 16% fewer than in Fall of 2008. The population of Massachusetts public high school graduates dipped for the class gradu-

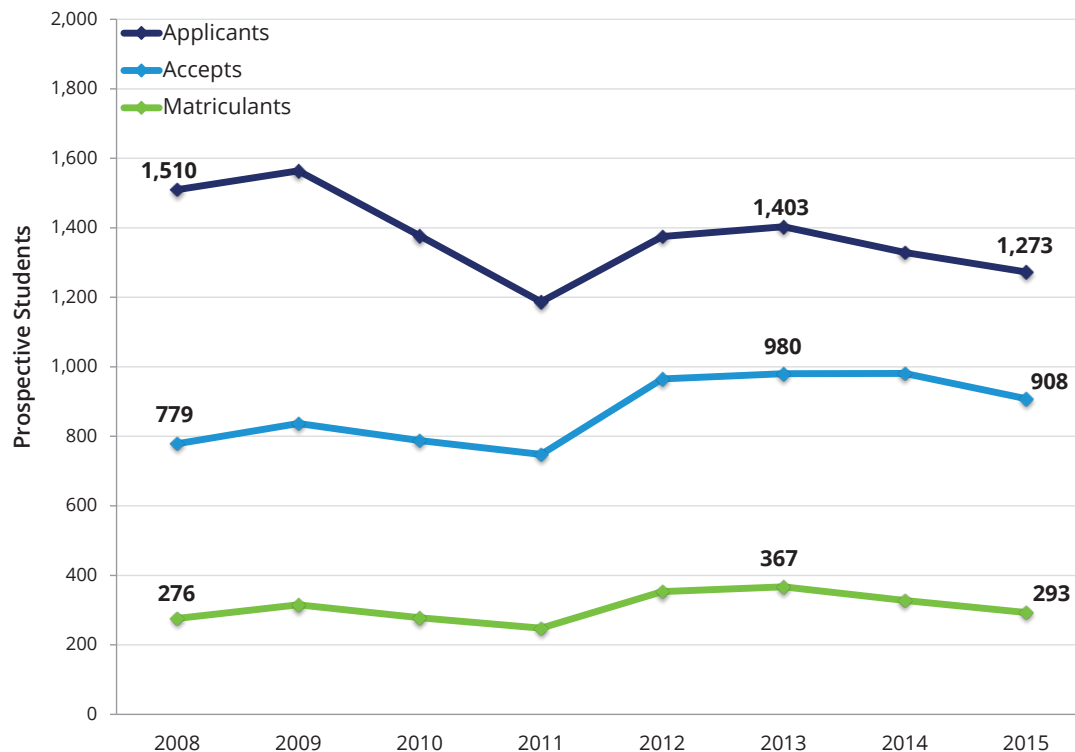
³ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

ating in spring of 2015, which has affected the pool of potential applicants to MassArt. Despite the higher acceptance rate for qualified applicants implemented in 2012, the yield rate (matriculants out of accepted students) decreased slightly in 2015; still, the number of matriculants grew by 6% since 2008, to 293 students in Fall 2015. As indicated above, MassArt anticipates that Fall 2015 was an atypical year, and predicts a stronger intake for Fall 2016. (See Figure E.)

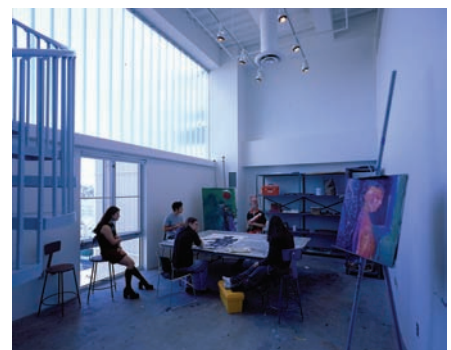
Figure 4E

First-Time Freshman Admissions, MassArt, Fall 2008-2015

Source: MassArt, Summer 2016



Transfer Admissions. Transfer applications have declined by 31%, and matriculants have declined by 42% 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 with Bunker Hill and other community colleges. There is also a new initiative throughout the Massachusetts state system to improve the transferability of qualified students through the Commonwealth Commitment, which is a guaranteed tuition rate for community college students who qualify academically.

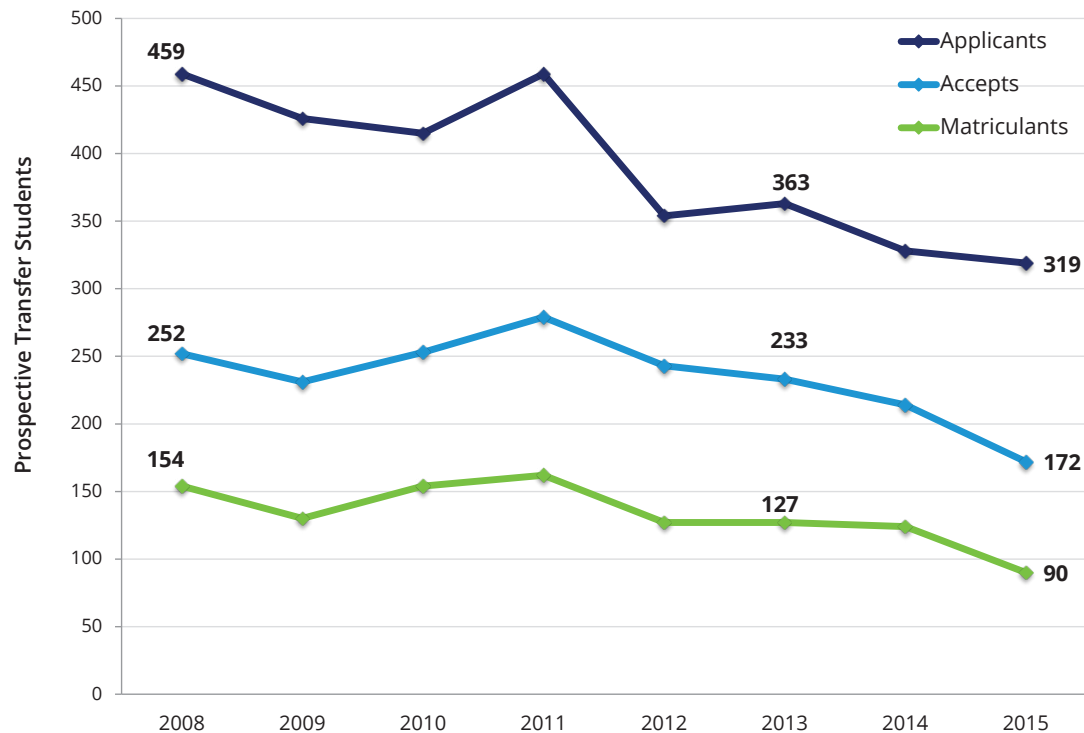


ically and gain admission to MassArt. In addition to the Commonwealth Commitment, MassArt is seeking to improve evaluation of advance transfer students by crediting them with the traditional Foundation year courses. This would allow advance transfer students to enroll directly into their desired major. (See Figure F.)

Figure 4F

Transfer Admissions, MassArt, Fall 2008-2015

Source: MassArt, Summer 2016



Recruitment and Retention. MassArt has seen a recent increase in out-of-state applications, including a growing number from newer market areas such as New York, Pennsylvania, and Florida, which administrators attribute, in part, to their competitive out-of-state price. Increased marketing and recruitment efforts also contribute to successful recruitment beyond Massachusetts and New England.

In Fall 2015, 92% of the previous fall's first-time, full-time Freshmen persisted into their second year. The retention rate has increased significantly in the past few years, and is at an all-

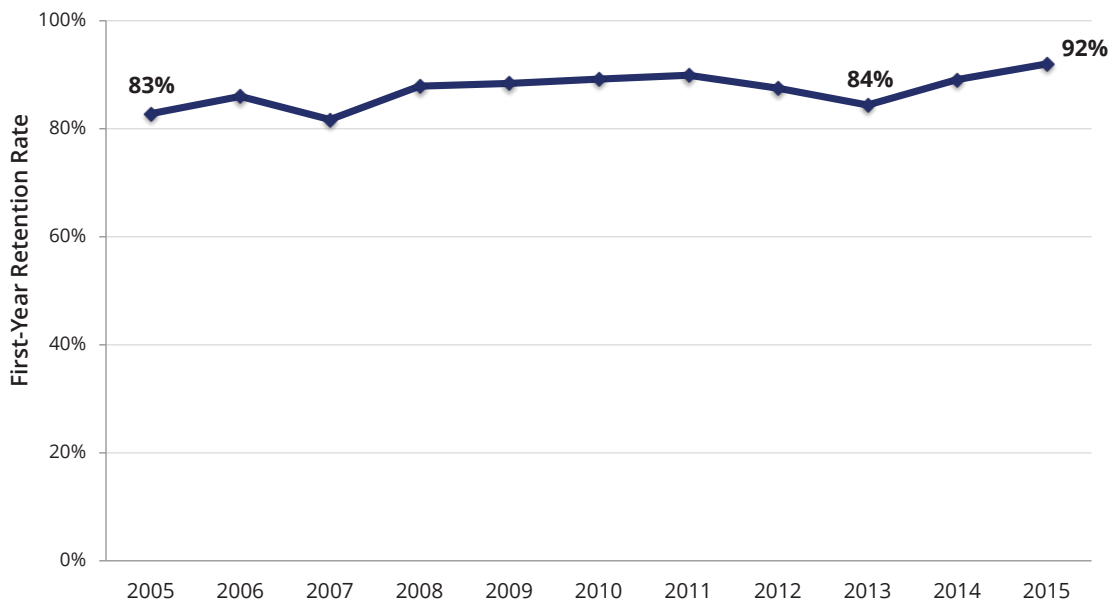


time high. Moreover, MassArt and one other specialty institution in the MSCBA have a significantly higher six-year graduation rate (70%) for first-time, full-time Freshmen compared to the other State Universities. (See Figure G.)

Figure 4G

First-Time, Full-Time Freshman Retention Rate, MassArt, Fall 2005-2015*

Source: Mass DHE 2016



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

STRATEGIC POSITIONING

At Massachusetts College of Art and Design (MassArt), 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 new and renewal construction of the three residence halls from inception to opening exemplify this mission. Additionally, as a member of the Colleges of the Fenway, MassArt's residence halls offer both residential and student support services to Wentworth Institute of Technology (WIT) and Massachusetts College of Pharmacy and Health Sciences (MCPHS).

MassArt has recently developed a partnership with MCPHS and entered into a long-term housing lease (started in 2013). The Tree House houses 261 MCPHS students with a "collaborative and integrative" ap-

proach to Programming and Staffing created by both schools' Directors of Housing and Residence Life.

With this, costs associated with training, programming and operations meet economic efficiencies. WIT, MCPHS and MassArt work together to share facilities, operations and residential programming costs. WIT, MassArt and MCPHS also share a "one-stop" Health Services Center that is located in the Tree House and is managed by Harvard Vanguard. The Health Center serves up to 10,000 students annually. Additionally, a consortium convenience store currently operated by Chartwells and located in the Artists' Residence residence hall, and a café in the Tree House, allow students from MCPHS, WIT and MassArt a variety of locations to purchase food.

MassArt offers its students a holistic and comprehensive on-campus residential experience. MassArt's two-year (freshman-sophomore) on-campus guarantee and four-year international student on-campus guarantee, reflect the institution's commitment to recruitment, retention, persistence and success. By offering students the ability to remain in campus housing through a critical transition period, full acclimation into the MassArt community can occur.

Significant progress over the last several years (new construction and renewal) demonstrates the institution's commitment to the unique needs of art and design students. With 24 hour workrooms and security in each residence hall, students are able to enjoy late night creative sessions while remaining safe within their space. Improvements have been made to the facilities' community spaces allowing for not only the creation of art work but for social and educational programming.

In the Artists' Residence, which offers fully furnished, full kitchen apartments, MassArt will assess amenity utilization within the apartments and may reduce the number of full apartment units. This is a strategy that will include consideration of the undergraduate live-on experience and their needs. With the demand continuing for on-campus housing (both new and returning), MassArt will be strategically reducing the number of beds leased to MCPHS and increase the percentage of MassArt students living in the Tree House. This will also allow for a greater number of transfer students to be housed. Finally, Smith Hall has undergone extensive renovations which will allow the college to eventually re-purpose services for academic use.



- Office of Housing and Residence Life, Massachusetts College of Art and Design, August 2016

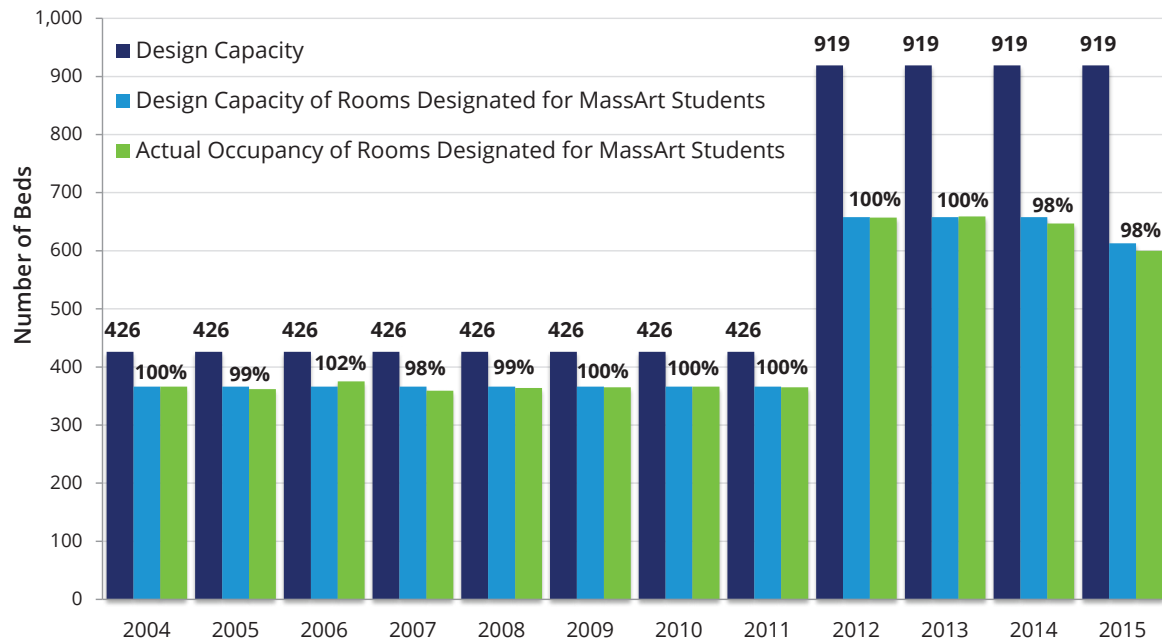
DEMAND

MassArt's occupancy rate in Fall 2015 was 98%. MassArt has some ability to adjust this rate due to its sublease agreements with other local higher education institutions and to the high number of off-campus housing options available in the surrounding urban area. In Fall 2015, 261 beds in the Tree House are under a long-term lease agreement with the Massachusetts College of Pharmacy and Health Sciences University, but MassArt expects to reduce this number within the next decade. In Fall 2015, 45 beds were also under a one-year lease to Suffolk University. (See Figure H.)

Figure 4H

Housing Occupancy, MassArt, Fall 2004-2015

Source: MSCBA, Summer 2016



Note: Actual occupancy takes into account the number of MassArt students living in rooms designated for MassArt students.

New Aspects of Housing. MassArt now offers gender-inclusive housing as an option, and several students have selected it. As all housing units are suites or apartments, there has been no need to make adaptations within student housing to bathroom options or signage. College administrators say that having units with kitchens has also been helpful to address the increasing number of students with dietary restrictions. The College has not yet had requests for emotional support animals, but is aware of what other schools are now providing and is prepared to address this as needed.

College of the Fenway Housing. Wentworth Institute of Technology is considering building a new residence hall. It is possible that there may be spaces available for other College of the Fenway schools. This may provide new options to Mass Pharmacy, which may, in turn, free up additional spaces at the Tree House for MassArt students.

MassArt's top priority for housing is their undergraduate population. As there is ample housing in Boston, MassArt's recruitment and enrollment of graduate students is not dependent on their providing housing options. However, the College of the Fenway consortium, of which MassArt is a part, is collectively looking at graduate student housing. There are ongoing discussions to look not only at housing graduate students collaboratively on campus, but possibly to leasing and marketing off-campus housing as a group.

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. In order to keep beds occupied in the summer, MassArt is continually looking for new opportunities.

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

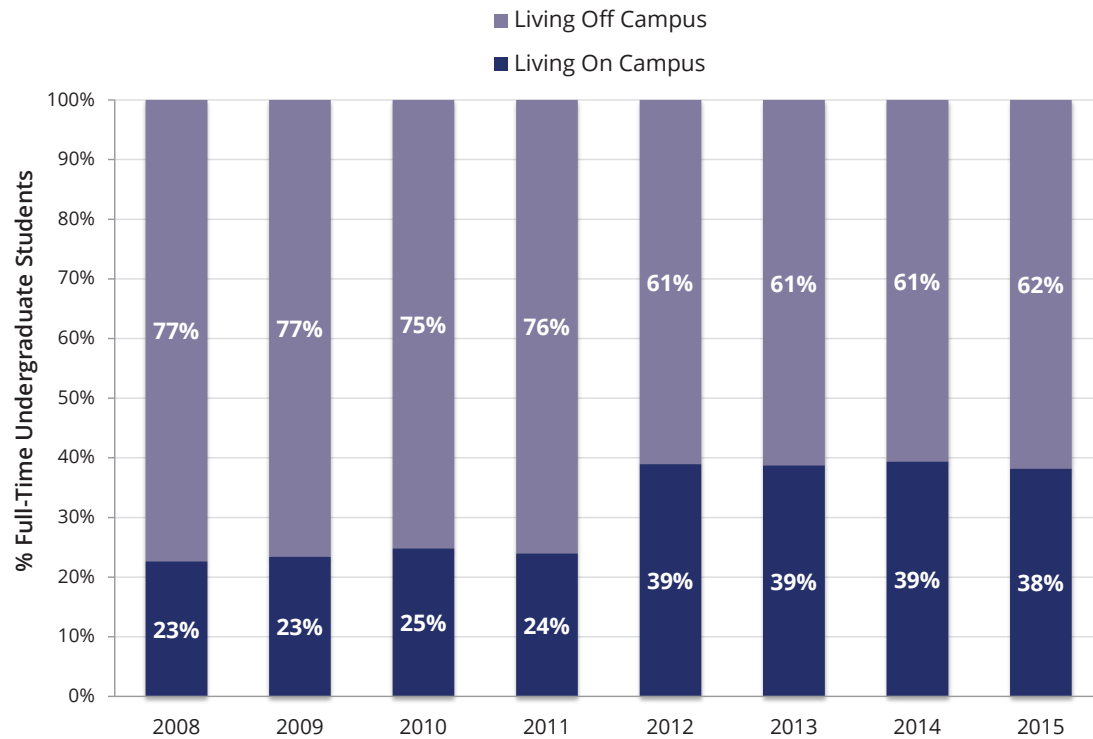
MassArt has no housing requirement, but, since 2012, guarantees two consecutive years of housing to first-time Freshmen, and four consecutive years of housing to international students. With more students living on campus, the MassArt student body is noticeably more engaged. More students are involved with student government and student organizations, and the number of student organizations has increased.

Full-Time Undergraduates. Despite the large increase in the percentage of full-time undergraduate students living on campus in Fall 2012 with the opening of the Tree House, this percentage remains below the campus target of 40%. Since Fall 2012, 39% of full-time undergraduates lived on campus, and, in Fall 2015, 38% live on campus. Going forward, MassArt may recoup Tree House beds 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 1.)

Figure 4I**Housing Situation of Full-Time Undergraduate Students, MassArt, Fall 2008-2015**

Source: MassArt, Summer 2016

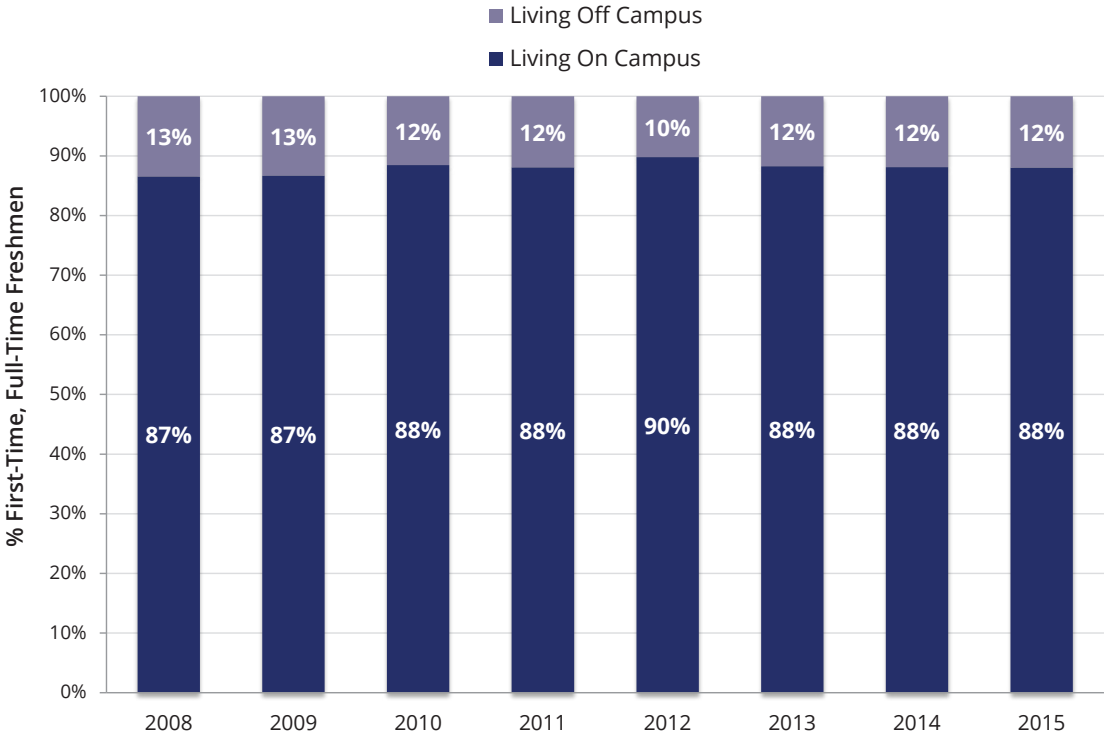


First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen in on-campus housing remains stable over the past five years. In Fall 2015, 88% of first-time, full-time Freshmen live on campus. It is notable that the majority of Freshmen live on campus even though they are not required to do so. (See Figure J.)

Figure 4J

Housing Situation of First Time, Full-Time Freshmen, MassArt, Fall 2008-2015

Source: MassArt, Summer 2016

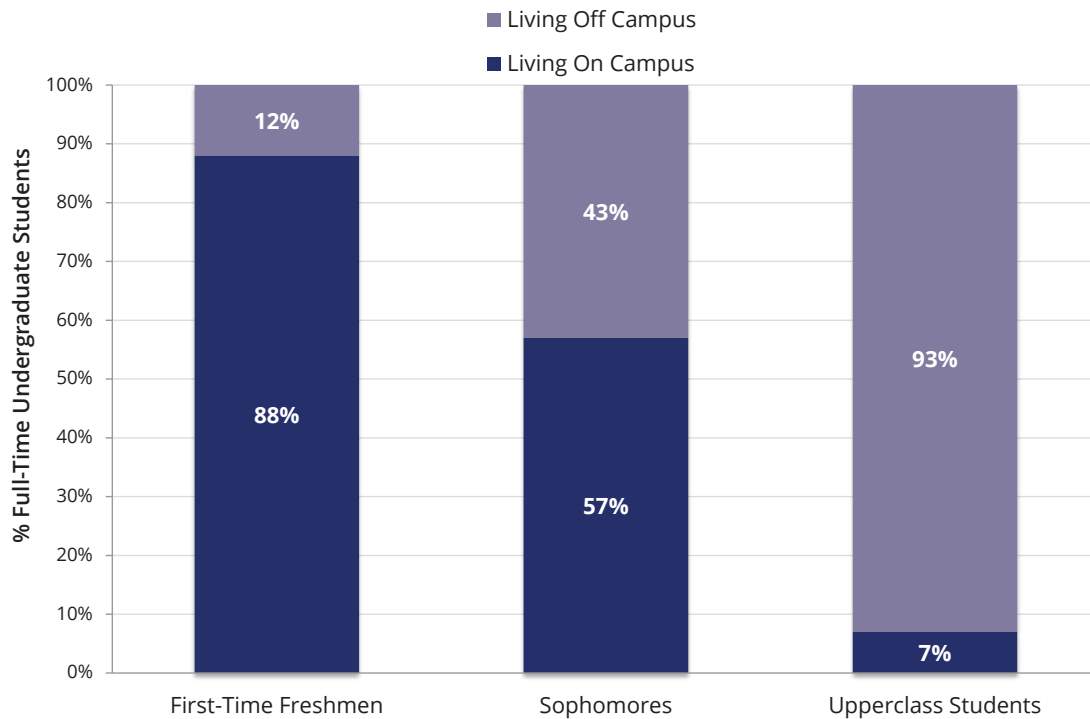


Full-Time Undergraduates by Class. In Fall 2015, 88% of first-time, full-time Freshmen, 57% of full-time Sophomores, and 7% of full-time Juniors and Seniors live on campus. Although housing is guaranteed for Freshmen and Sophomores, it is not mandated for either class, and more than half of full-time Sophomore students continue choose to live on campus. (See Figure K.)

Figure 4K

Housing Situation of Full-Time Undergraduate Students by Class Year, MassArt, Fall 2008-2015

Source: MassArt, Summer 2016



Note: "Upperclass students" include Juniors and Seniors only.

HOUSING PORTFOLIO: UPDATES

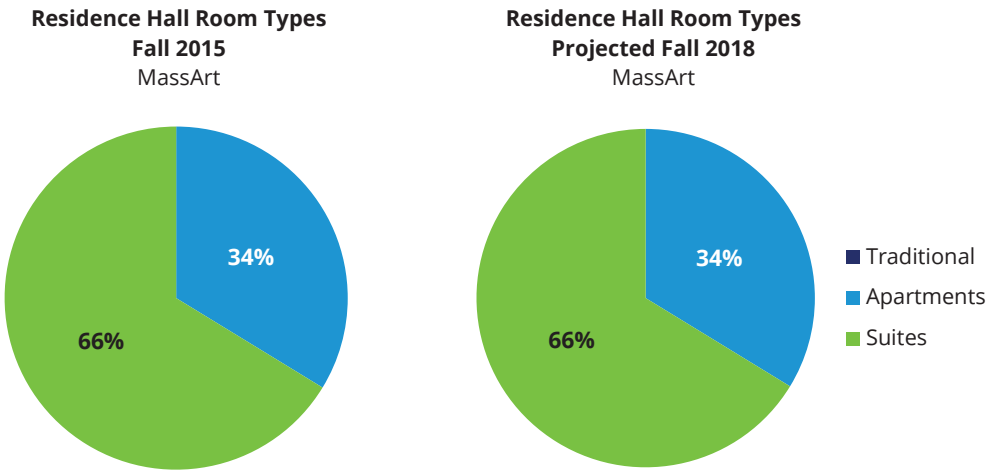
The 2014 report describes the housing portfolio; there have been no significant updates to it since that report. By bed type, in Fall 2015, 66% of beds are suite-style and 34% are in apartments. There are no traditional dormitories.

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 L.)

Figure 4L

Residence Hall Room Types, MassArt

Source: MSCBA, Summer 2016



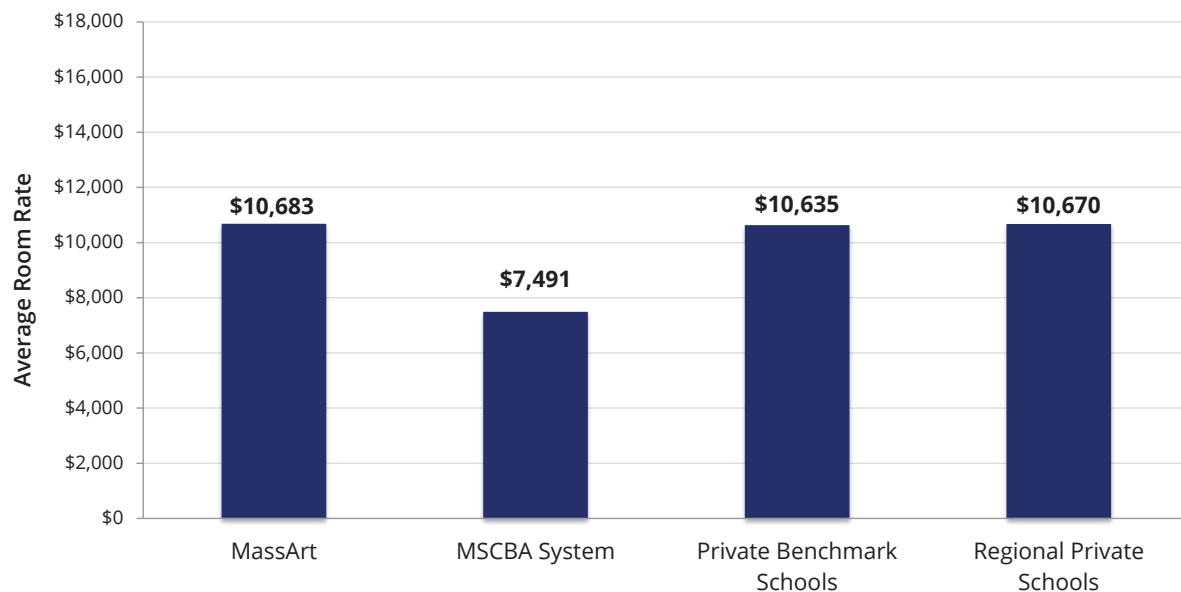
FALL 2016 RENTAL CONTEXT

Overall Cost. Based on Fall 2016 housing data, the average cost of on-campus housing at MassArt is \$10,683 per year, 43% higher than the average MSCBA rent, and comparable to that of MassArt's private and 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 (as was the case in the 2014 update). (See Figure M.)

Figure 4M

Average Room Rate, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



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

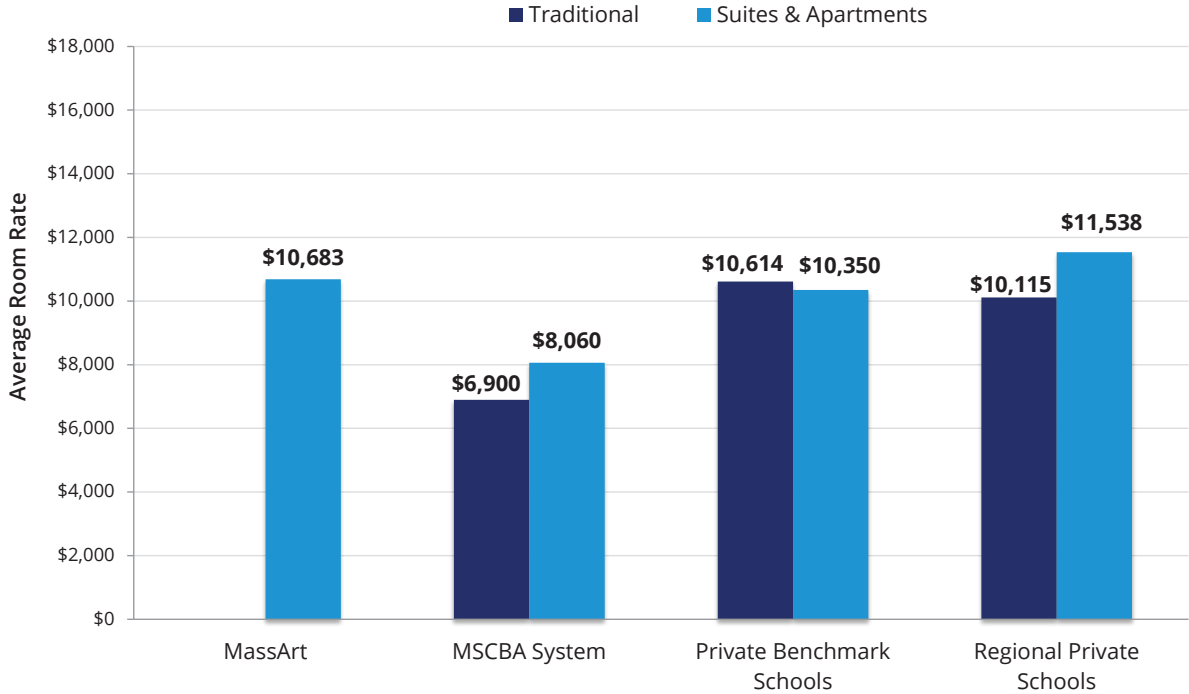
Private art schools were used as benchmark schools for Mass Art; see Appendix for a list of private benchmark schools and regional private schools.

On-Campus Suites and Apartments. MassArt’s apartments cost more than the average rents for both on-campus dorms and suites and apartments relative to the MSCBA, and to private and regional private benchmarks. (In the 2014 update, the opposite was true for regional private benchmarks.) Comparing rents for suites and apartments, MassArt’s suites and apartments are 33% more than the MSCBA system average, 3% more than private benchmarks, and 7% less than regional privates. Note that since MassArt does not have traditional housing, direct benchmark comparisons are made only for suites and apartments. (See Figure N.)

Figure 4N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016

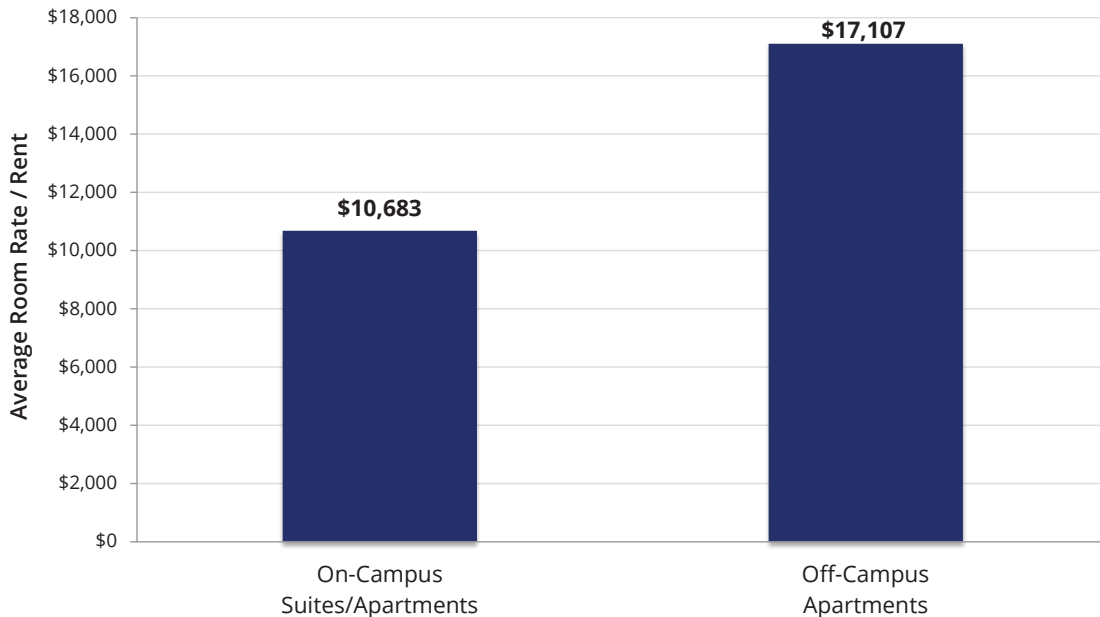


Note: Average on-campus room rates for MSCBA schools are weighted by the number of rooms at each price; all other room rates are unweighted. MassArt does not have traditional-style rooms.

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 for on-campus suites and apartments is 38% lower than the average cost for off-campus housing in the neighborhoods close to MassArt. MassArt does not currently collect data or analyze where students live off-campus, but anecdotal evidence suggests that students prefer to live in areas within walking distance to campus or on a direct T line, such as Mission Hill, or Allston-Brighton. Due to the high cost of Boston housing, students may also be choosing to live in areas within Boston and its surrounding towns that are far from campus. (See Figure O.)

Figure 40**Average On-Campus Room Rate and Off-Campus 10-Month Rent, MassArt, Fall 2016**

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

The MassArt Strategic Plan 2015-2020, which was approved in Fall of 2014, is summarized in the MSCBA's 2014 Strategic Plan Update.

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.

2016: Projects Underway

Smith Hall	Electrical Upgrades - Lobby Renovations	\$1,450,000
South Building	Bakalar & Paine Galleries - Design Phase	2,000,000

2016 and Beyond: Future Projects Anticipated

South Building	Bakalar & Paine Galleries - Construction Phase	9,000,000
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INITIATIVES

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

CURRENT HOUSING INITIATIVES

The lobby renovations for the first floor of Smith Hall are currently underway, providing more functional space for programs, security, and campus offices. MassArt is also in the design phase for galleries in South Building.

POTENTIAL HOUSING INITIATIVES

Another vision for Smith Hall is to repurpose it as academic space at some future time if MassArt controls more of the Tree House beds.

POTENTIAL CAMPUS INITIATIVES

MassArt replaced parking spots by leasing several lots, but parking access remains an issue. Wentworth Institute of Technology is considering a new parking garage, and MassArt will seek to be included in this conversation.

V. SUMMARY

As the cost of nearby off-campus housing is particularly expensive, and 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 of the other State Universities, must continue to engage first- and second-year students living on campus before they move off campus. This includes encouraging involvement in organizations and ensuring availability of good information about being a tenant in the area. MassArt also has representation in neighbor groups that meet regularly to discuss town-gown relationships and address any issues that arise.

The Colleges of the Fenway's (COF) infrastructure provides a system of continual assessment of services and programs. MassArt is represented in COF decision-making, and they are consistently seeking opportunities to leverage this partnership to enhance the experience of their students.

It is noted that the tight urban footprint of the College contributes an additional layer of complexity in considering typical college challenges, such as the need for green space and parking.



MASSACHUSETTS COLLEGE OF LIBERAL ARTS

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	1,641
Undergraduate Student Enrollment	1,457
Full-Time Enrollment	1,280
Part-Time Enrollment	177
Graduate Student Enrollment	184

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	72%
From Out-of-State	28%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	92%
Male	38%
Female	62%
Minority Students with Known Race/Ethnicity	25%
Asian	2%
Black	10%
Hispanic	9%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	33%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	74%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	52%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	65%
Housing Target <i>Full-Time Undergraduates</i>	70%
Occupancy Percent	82%
Design Capacity	1,033
Actual Occupancy	843

RENTS

Average On-Campus Rent, Fall 2016	\$5,844
Average Off-Campus Rent, Fall 2016	\$4,562
Average Public Benchmark Schools Rent, Fall 2016	\$7,233
Average Regional Private Schools Rent, Fall 2016	\$8,900
Average MSCBA System Rent, Fall 2016	\$7,491

Map 5A

Campus Map - MCLA



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

MCLA employs a robust recruitment plan that strategically aligns the College's mission as the Commonwealth's public liberal arts college with emerging national demographic and enrollment trends. This includes targeted recruitment to long-time feeder high schools through MA and NY, with Office of Admission staff completing over 800 visits to individual high schools and college fairs. MCLA deploys a Customer Relationship Management (CRM) program to offer segmented communication to diverse populations, delivering messaging targeted to student interests. The Office of Admission also recently employed a paperless review process to increase efficiencies in office operations and deliver quicker application review time to prospective students.

Due to a strong Fall 2016 recruitment cycle, a 20% increase in enrolled Freshmen (330) is predicted, and the transfer cycle is on pace to hit approximately 135 students, including students from two Continuing Education adult learner cohorts. The Fall 2016 Freshman cycle is predicted to show a 6% increase in the overall yield rate, attributed to enhanced print and digital communications, a revamped website for prospective students, and an increase in campus visit options. Transfer recruitment is bolstered by multiple MA state initiatives, including Mass Transfer, Mass Transfer Pathways, and the Commonwealth Commitment initiative. In addition, MCLA rolled out a comprehensive articulation agreement for all NY state community college graduates ensuring transferability of all credits, capitalizing on MCLA's long-standing tuition discount for all NY residents.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

A number of campus improvements have been made, most recently the renovation of Bowman Hall, which reopened in 2015. Bowman Hall, the main classroom building on campus, is now a LEED-certified, state-of-the-art facility comparable to the Feigenbaum Center for Science and Innovation. It houses the Department of Academic Affairs; new faculty offices for the arts management, computer science, mathematics and visual arts programs; four art studios for design and printmaking, painting, drawing, mixed media and sculpture; hardware and software labs for computer science; four new conference rooms; and an art gallery off of the main entrance.

Campus technology has also seen major improvements. A project to blanket the campus inside and out with Wi-Fi access quadrupled Internet bandwidth to better serve students, faculty and staff who often carry multiple mobile devices. Canvas, a learning management software, has been implemented to enable more interactive advising of students by their professors.

II. STUDENT BODY

ENROLLMENT

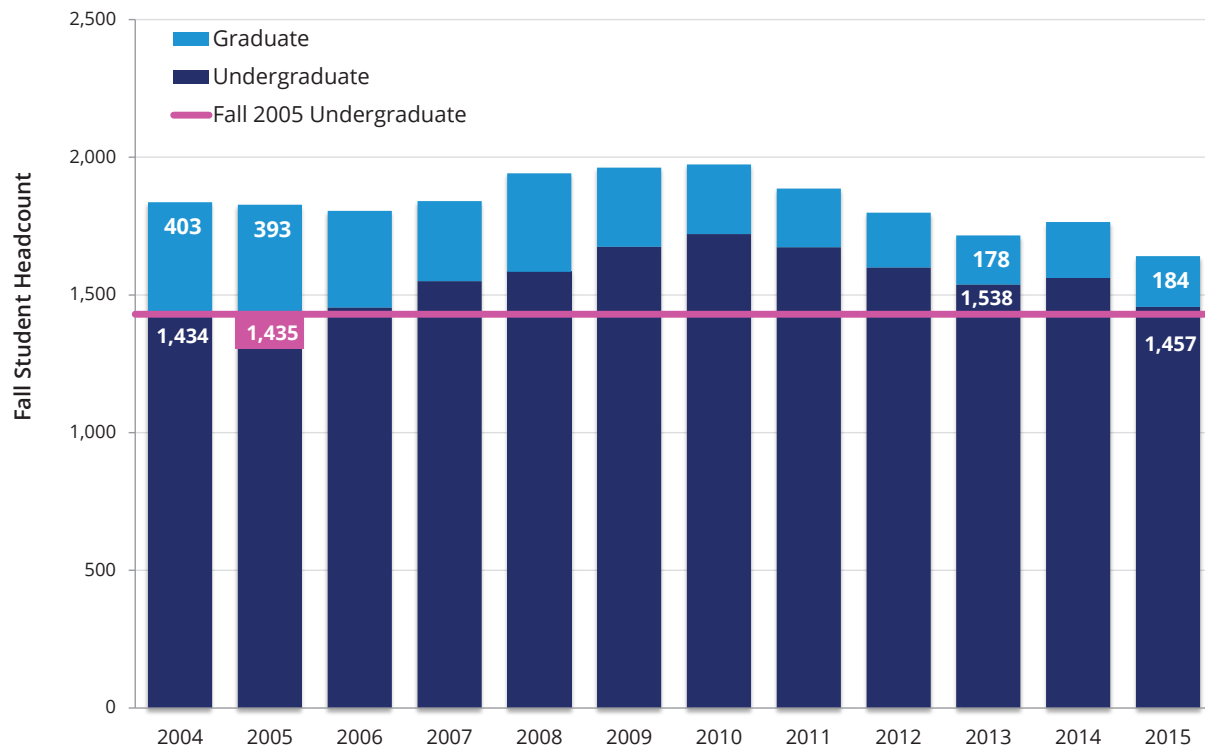
In this increasingly competitive market, MCLA stands out with distinct recognition as the Commonwealth's public liberal arts college. MCLA's mission emphasizes opportunities to extend learning beyond the classroom, with high-impact practices cultivated through a quality residential program that advances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

Overall Enrollment. Overall, enrollment peaked in Fall 2010, and declined 17% through Fall 2015 (333 students). Graduate enrollment peaked in Fall 2004 and Fall 2005, and has since declined by more than half (209 fewer students). MCLA undergraduate enrollment rose through the 2000's, also peaking in 2010, which led to ongoing efforts to provide attractive and updated residential options. However, the undergraduate enrollment level then declined, and, in Fall 2015, is quite similar to that of Fall 2005. (See Figure A.)

Figure 5A

Student Enrollment, MCLA, Fall 2004-2015

Source: Mass DHE 2016

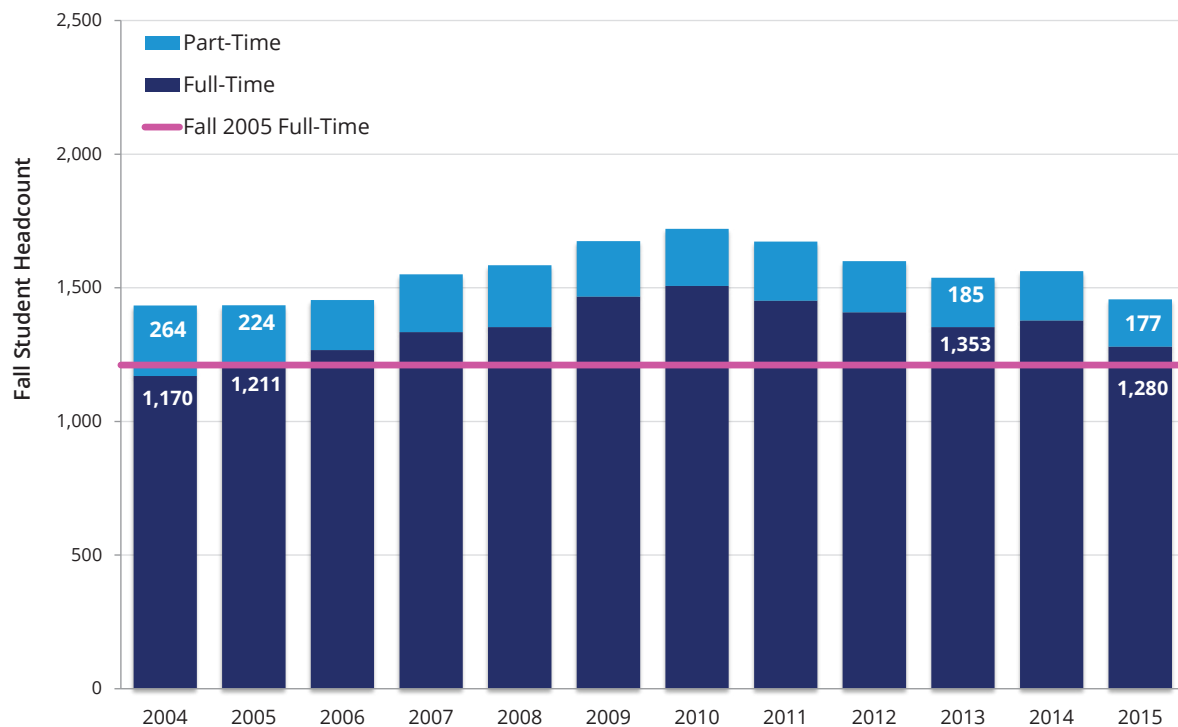


Undergraduate Enrollment. In Fall 2015, most MCLA undergraduate students continue to be full-time (88%). The full-time student population peaked in Fall 2010, and then declined 15% from Fall 2010 through Fall 2015. Overall, full-time undergraduate enrollment grew over the past decade by 6%. (Note that MCLA administrators predict a strong Freshman class for Fall 2016.) By contrast, while part-time undergraduate enrollment also fluctuated over the past decade, it declined overall by 17% from Fall 2005 to Fall 2015. (See Figure B.)

Figure 5B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, MCLA, Fall 2004-2015

Source: Mass DHE 2016



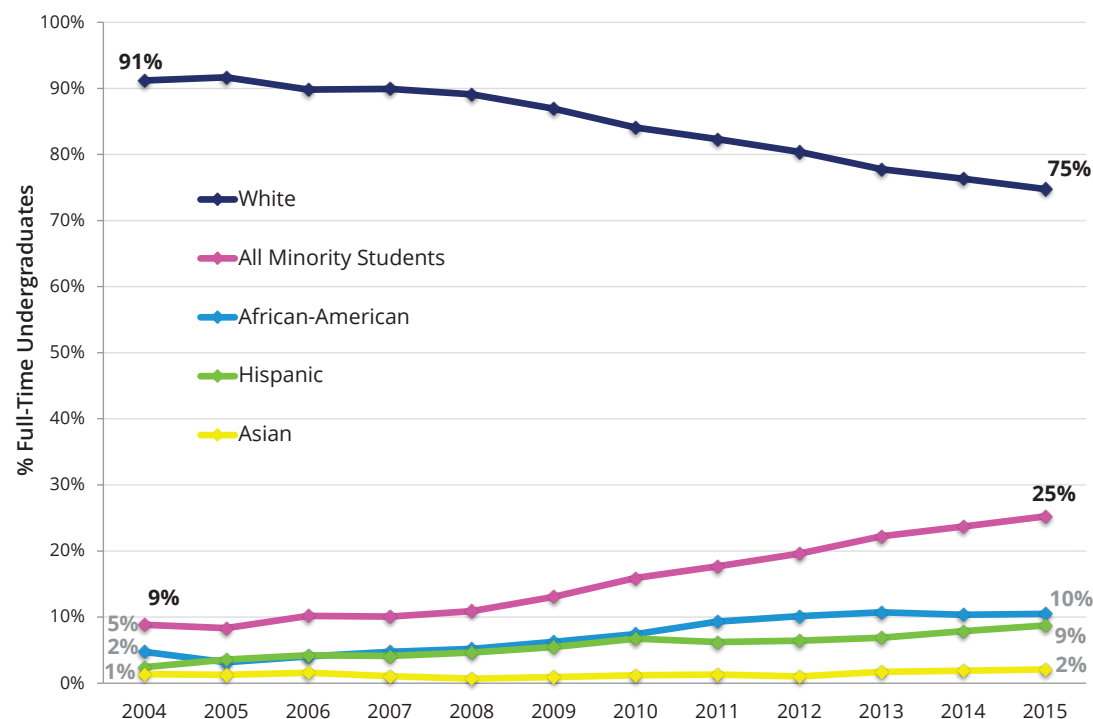
DEMOGRAPHIC INFORMATION

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 62% female.

The percentage of full-time undergraduate minority students has been rising steadily, and is 25% in Fall 2015. The percentage of Hispanic minority students alone has increased to 9% in Fall 2015. 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 C.)

Figure 5C**Full-Time Undergraduate Enrollment by Race/Ethnicity, MCLA, Fall 2004-2015**

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.¹ MCLA draws 72% of its full-time undergraduate students from within Massachusetts. In the prior study with data from Fall 2013, 36% of this population was from Berkshire County, with a concentration of students from Pittsfield; MCLA also had a concentration of full-time undergraduate students from Boston. MCLA has learned anecdotally that inner-city Boston residents are highly attracted to MCLA for its mountain location. Moreover, in Fall 2013, 16% of full-time and part-time students came from New York State, one of the states with which MCLA has a tuition reduction program. Going forward, MCLA will add Philadelphia, Chicago and New Jersey as new markets for recruiting.

In Fall 2015, just under 1% of MCLA's undergraduate enrollment is international.

¹ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

UNDERGRADUATE ADMISSIONS

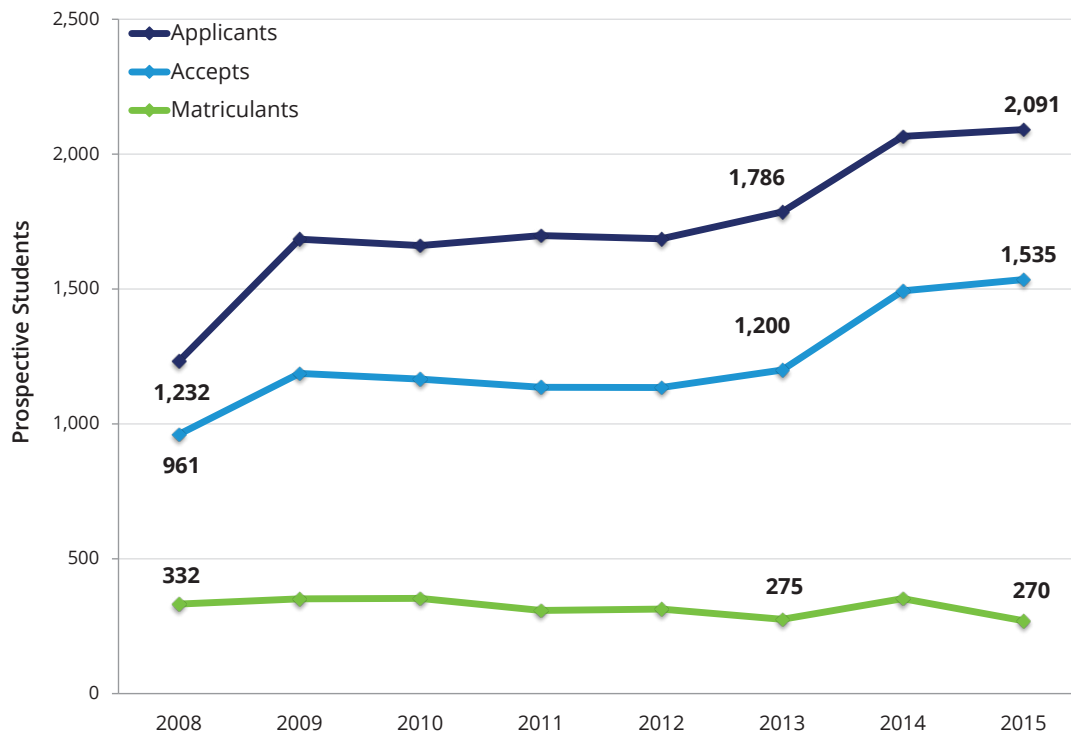
First-Time Freshman Admissions. After a spike in 2009, undergraduate applications to MCLA were relatively steady until Fall 2013, when there was another increase in applications. Applications in Fall 2015 are at an all-time high of 2,091. MCLA's robust recruitment plan, which includes travel to primary and secondary markets, the introduction of the Common Application, and a new CRM program with targeted marketing have contributed to this increase. Going forward, MCLA is in conversation regarding the expansion of their athletic program, which could serve to attract more out-of-state students, and an early enrollment program for high school seniors.

In Fall 2011 through Fall 2015, there was a decline in the yield rate (matriculants/admitted students), and number of first-time Freshman matriculants. An increase in yield is predicted for the Fall 2016 admission cycle. (See Figure E.)

Figure 5E

First-Time Freshman Admissions, MCLA, Fall 2008-2015

Source: MCLA, Summer 2016



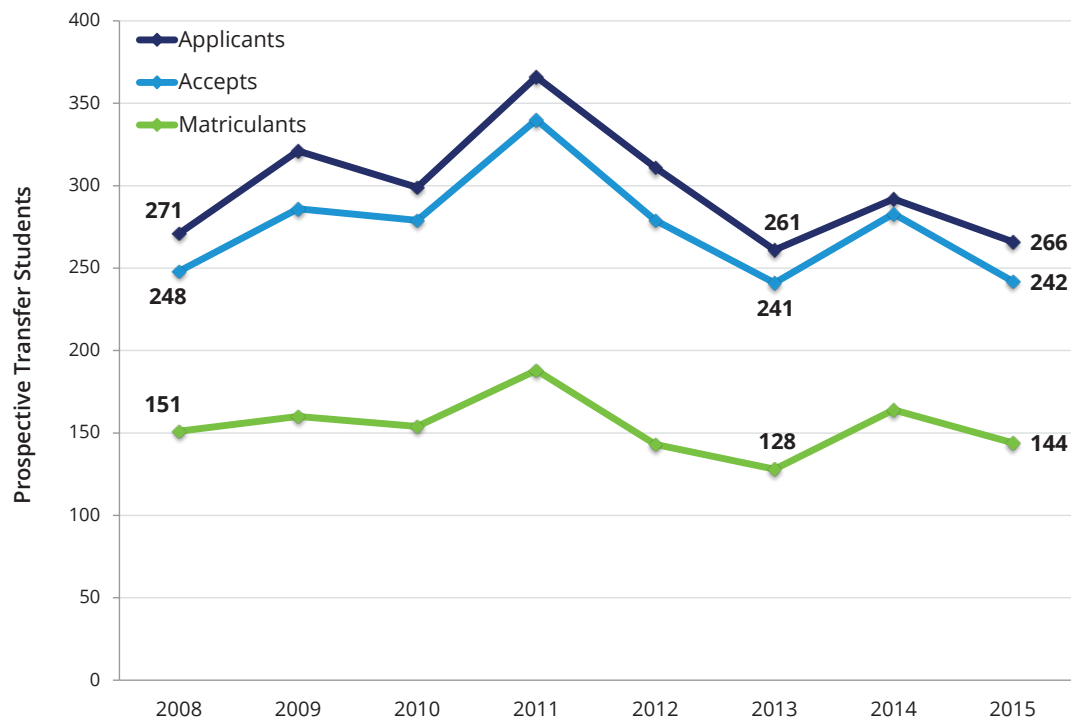
Transfer Admissions. Despite fluctuations up and down, transfer applicants in Fall 2015 are at about the same level as in Fall 2008. Though the overall number of transfer matriculants decreased 5% during that same period, the trend from 2013 to 2015 has been more positive with a 13% growth in matriculants. MCLA continues to participate in the Mass Transfer 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 has developed a reputation as being a 'transfer-friendly' school, which has been very helpful in its relationship with Berkshire and Greenfield Community Colleges. (See Figure F.)

Figure 5F

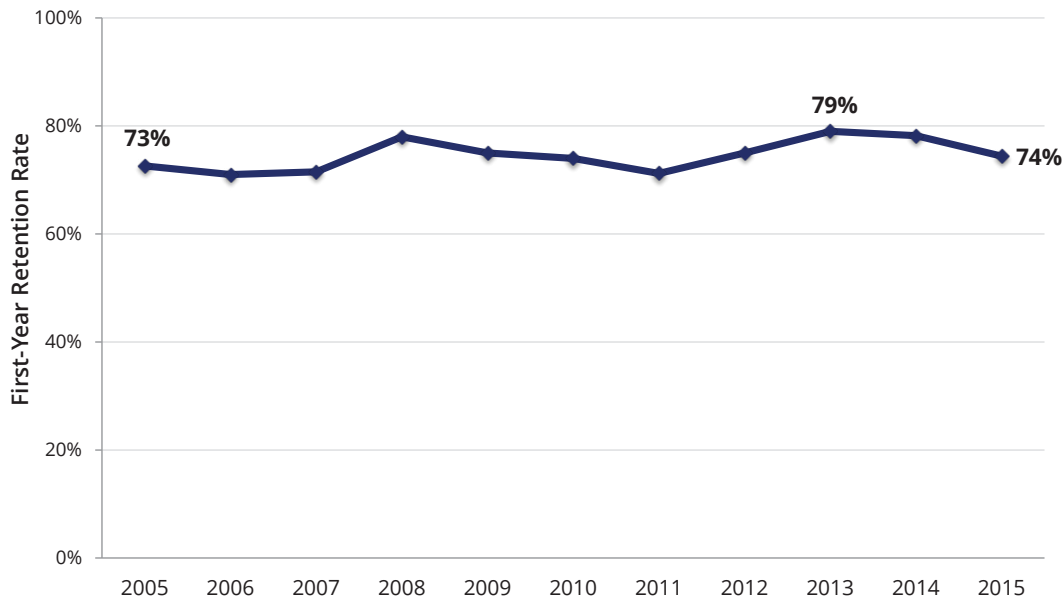
Transfer Admissions, MCLA, Fall 2008-2015

Source: MCLA, Summer 2016



Recruitment and Retention. MCLA has developed new strategies for recruitment, including an overnight program for Honors students, which has resulted in a high yield for its participants.

MCLA's retention rate has fluctuated in the past decade, from 73% in Fall 2005 to 79% in Fall 2013, and back down to 74% in Fall 2015. MCLA's size plays a role in variations in their retention rate; changes of just a few individuals typically show percentage swings. In 2015 a Retention Task Force was created to develop a strategic retention plan. This plan addresses an array of strategies addressing three broad areas: the expansion of transition programs for students; the advancement of holistic and academic success strategies; and promotion and expansion of the "MCLA in 4" degree completion initiatives. Some strategies being employed include a focus on engagement in and out of the classroom, a seamless transition for first-year students, and individual advising. (See Figure G.)

Figure 5G**First-Time, Full-Time Freshman Retention Rate, MCLA, Fall 2005-2015****Source: Mass DHE 2016*

* 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 2,000; 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. Theme communities support and develop student interests in the performing arts, study away experiences and community service. Newly established living learning communities, created through academic and student affairs partnerships, create seamless learning environments enabling students to strengthen bonds with faculty and peers who share their same academic interests. 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.

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.

- Catherine Holbrook, Vice President of Student Affairs, MCLA, July 2016

DEMAND

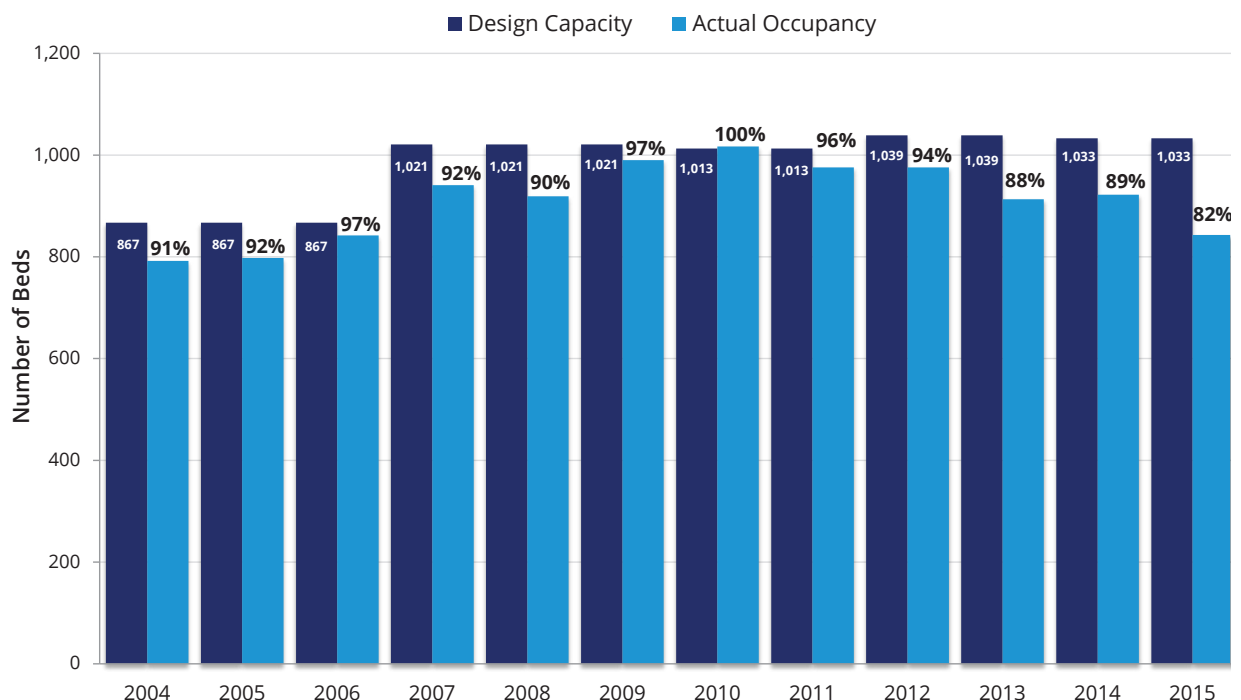
In Fall 2015, MCLA houses 65% of its full-time undergraduate students on campus (917 students). On-campus housing availability remains consistent with the current target of housing approximately 70% of the full-time undergraduate enrollment and allows for increased growth in housing numbers over the next few years. (See Figure I.)

Occupancy. In Fall 2015, the occupancy rate is 82%, a decline from 2010 when occupancy rose to 100%. (See Figure H.)

Figure 5H

Housing Occupancy, MCLA, Fall 2004-2015

Source: MSCBA, Summer 2016



MCLA housing offers many single-user bathrooms. This includes an accessible single-user bathroom on every floor in Hoosac; every two out of three suites in the Towers offers an option for a locked bathroom; and the townhouses all have single-user bathrooms. All returning students can sign up for gender-inclusive housing.

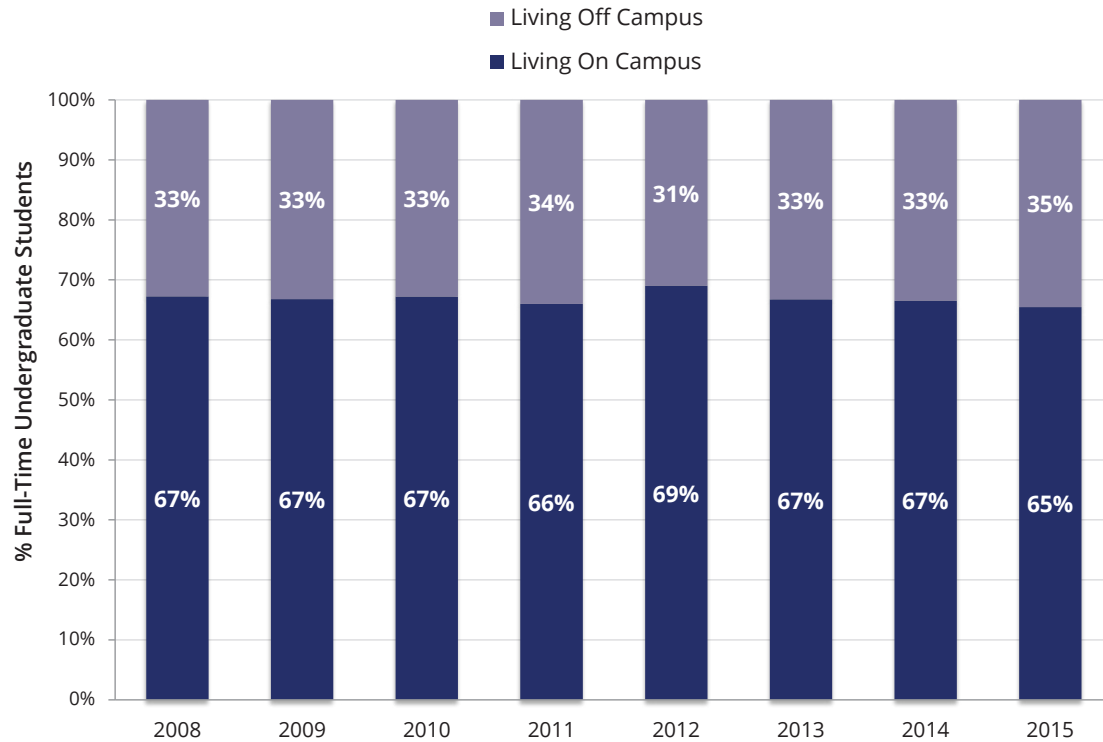


Other Housing Uses. MCLA rents campus space in the summer for conferences. In Fall 2013, MCLA reported about 1,000 to 2,000 of rented bed nights in the summer. Not all summer usage of housing is revenue-producing, however. For example, some student groups, such as Orientation, the Individual Enrichment Summer Session, and pre-season athletes, stay in housing for no fee. MCLA would like to grow their summer program, but the lack of air-conditioning in the residence halls is an impediment to this goal.

ON-CAMPUS STUDENT HOUSING PROFILE

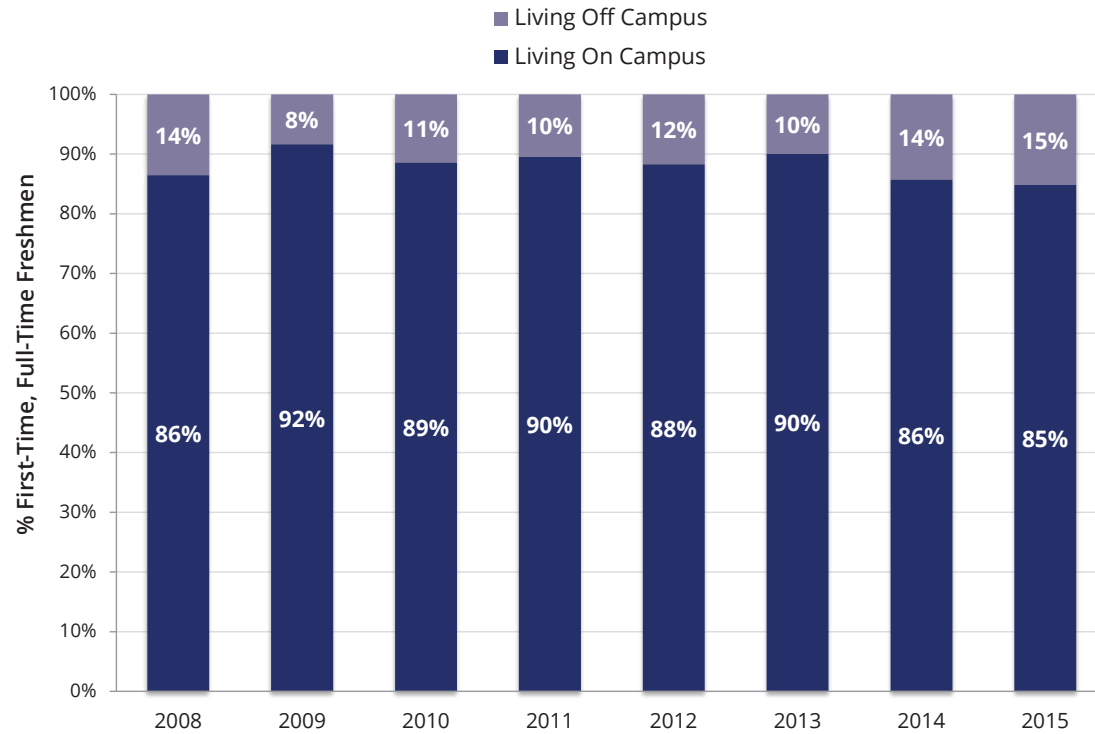
MCLA has a three-year on-campus residency requirement for all Freshmen who reside beyond a 20-mile radius from the campus. Transfer students are assigned a one-, two-, or three-year on-campus residency requirement based on the number of credits completed prior to enrollment. MCLA's residency requirement is unique within the State University system and creates a steady demand for housing. A new Honors Living Learning Community will be added in Fall 2016, and several others, focusing on STEM, Service Learning, and Undeclared Majors, are planned for Fall 2017.

Full-Time Undergraduates. The percentage of full-time undergraduate students living on campus has remained fairly constant since 2008. In Fall 2015, approximately two-thirds of the full-time undergraduate population (65%) live in on-campus housing. (See Figure 1.)

Figure 5I**Housing Situation of Full-Time Undergraduate Students, MCLA, Fall 2008-2015***Source: MCLA, Summer 2016*

First-Time, Full-Time Freshmen. In Fall 2015, 85% of first-time, full-time Freshmen live on campus. The percentage of first-time, full-time Freshmen living on campus has decreased marginally from 90% in Fall 2013. (See Figure J.)

MCLA's residency requirement is unique within the State University system and creates a steady demand for housing.

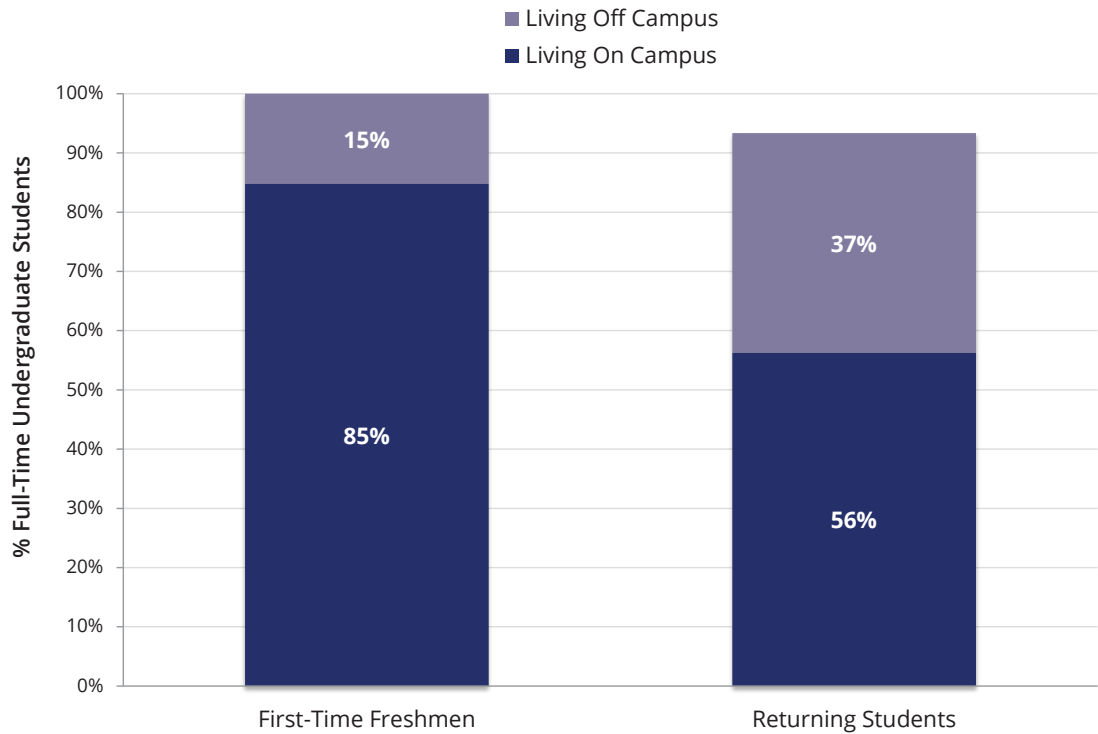
Figure 5j**Housing Situation of First-Time, Full-Time Freshmen, MCLA, Fall 2008-2015***Source: MCLA, Summer 2016*

Full-Time Undergraduates by Class. In Fall 2015, slightly more than half (56%) 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 K.)

Figure 5K

Housing Situation of Full-Time Undergraduate Students by Class Year, MCLA, Fall 2015

Source: MCLA, Summer 2016



HOUSING PORTFOLIO: UPDATES

Since the recent renovations in Berkshire Towers, the residents of the two towers interact more with each other, and the new programming space is well-used. The renovations to Hoosac, which created light and airiness, have led to a dramatic increase in the number of students using the kitchenette, the game room, and the multipurpose room. Administrators say that students like to see who else is using the common spaces.



By bed type, in Fall 2015, 23% of beds are traditional, 30% are suite-style, and 47% are in apartments. MCLA administrators continue to believe that their unit mix is too heavily weighted toward apartments, which are not developmentally appropriate for younger students.

To improve campus safety, a new blue light system has been developed on campus, along with the Guardian application, which helps students walk safely not only on campus, but also in the local neighborhood.

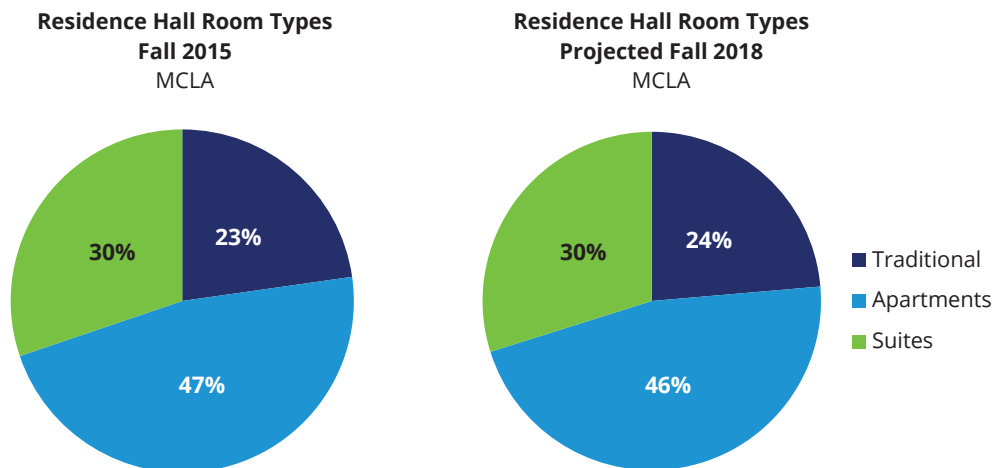
A complete listing of all MCLA residence halls, including information on construction and renovation dates, square footage, and room styles is included in the Appendix. (See Figure L.)



Figure 5L

Residence Hall Room Types, MCLA

Source: MSCBA, Summer 2016



FALL 2016 RENTAL CONTEXT

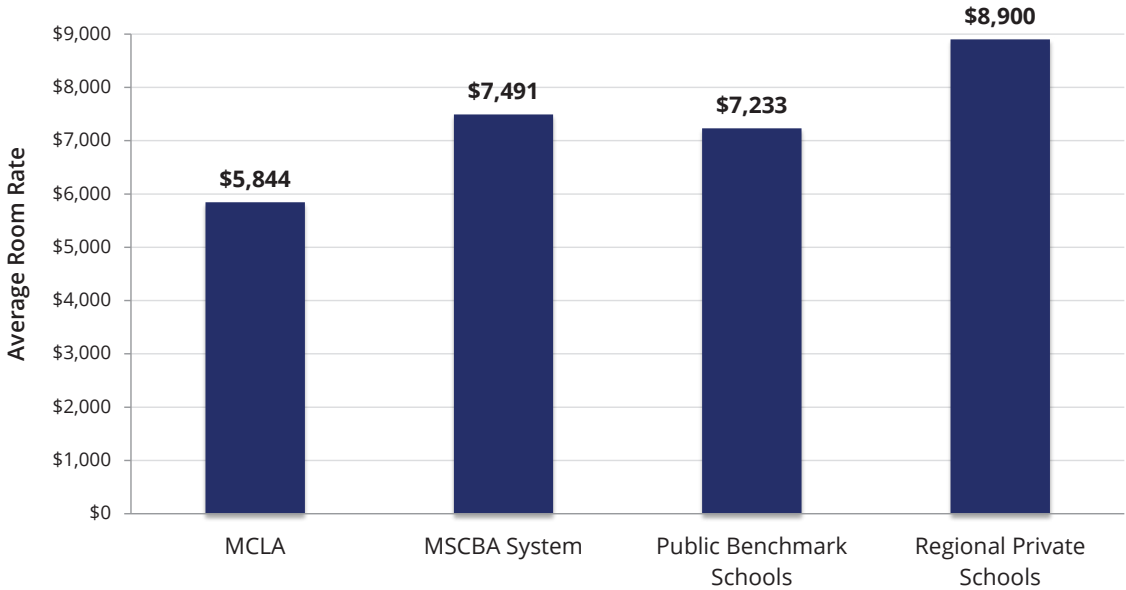
Overall Cost. Based on Fall 2016 data, the average cost of on-campus housing at MCLA is \$5,844 per year. Costs for all types of on-campus housing are lower than the average corresponding costs for other MSCBA schools as well as the College’s public and private benchmarks. This average cost is 22% lower than the MSCBA average rent, 19% lower than that of its public benchmarks, and 34% lower than that of its regional private schools (these comparisons are similar to the 2014 update). (See Figure M.)

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 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



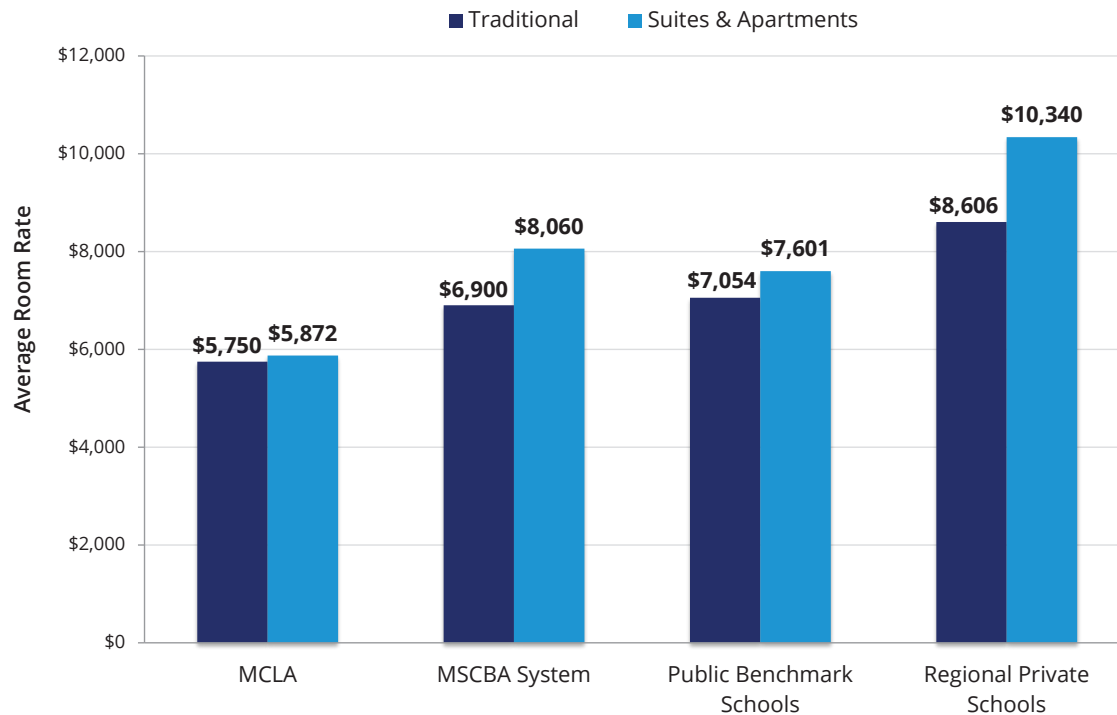
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See Appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. MCLA's suites and apartments cost slightly more (2%) 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 (as was the case in the 2014 update). The cost for MCLA's traditional residence hall is 17% lower than the average for the MSCBA system, 18% lower than the average room rate at public benchmarks, and 33% lower than the average room rate at regional private schools. The cost for MCLA's suites and apartments is 27% lower than the MSCBA system average, 23% lower than the average room rate for public benchmarks, and 43% lower than the average room rate for regional private schools. (See Figure N.)

Figure 5N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016



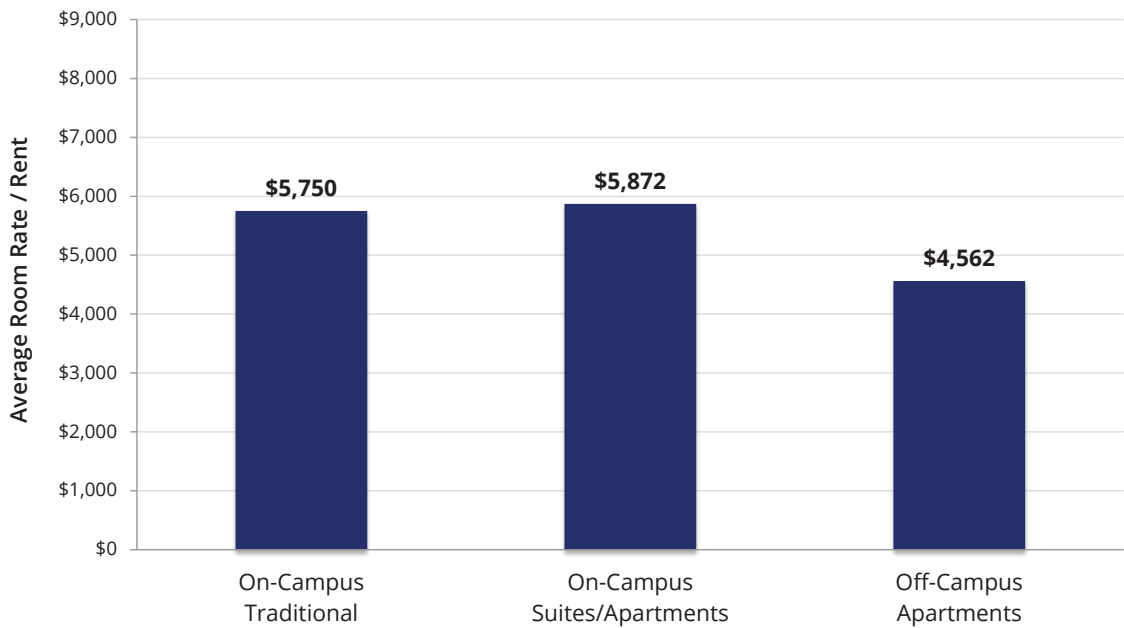
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. While MCLA's housing is competitively priced relative to its peers, off-campus housing options are less expensive. Based on rental data collected in Summer 2016, rents for MCLA's on-campus suites and apartments are 29% higher than off-campus rents in the area surrounding MCLA. (See Figure O.)

Figure 50

Average On-Campus Room Rate and Off-Campus 10-Month Rent, MCLA, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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.

Due to the population declines in the local area, there is more supply than demand from the general population for apartments, and, thus, the rent levels have declined. The low rents appeal to students despite the disadvantages or safety concerns of living off-campus. MCLA administrators find it difficult to make any changes in on-campus housing that might lead to an increase in the on-campus housing cost, as this will create a further divide between on- and off-campus rents.

IV. PLANNED PROJECTS AND POTENTIAL FUTURE PROJECTS

PLANNING CONTEXT: UPDATES

The MCLA Strategic Plan of 2011 is summarized in the MSCBA's 2014 Strategic Plan Update.

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

Flagg/Berkshire	Landscape, Window, Finish Upgrades	\$1,305,000
Flagg/Berkshire	Hot Water System/Lounge Finishes	1,610,000

2016: Projects Underway

Berkshire Towers	Suite Corridor Renovations	3,000,000
New Housing	Study	TBD

2016 and Beyond: Future Projects Anticipated

Berkshire Towers	Bathroom Renovations	2,700,000
Flagg Townhouses	Hot Water System Replacement – Buildings A,B, and C	300,000
Flagg Townhouses	Reconfigure/Replace	TBD

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 currently underway or in study for 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. MCLA administrators wish for Flagg to be replaced with more developmentally-appropriate housing which, additionally, also provides the room types that today's students are seeking. This would ideally include more options for single bedrooms, air-conditioning, and design that can support a living learning community with spaces for classrooms and faculty in residence.

MCLA would also like to see continuing improvements made at Hoosac Hall.

While the College currently offers a number of residential theme communities, it has recently established Living Learning Communities that support the formation of residential academic communities. Interest in the first to open in fall 2106, an honors community for first year students was strong, leading to plans to establish additional LLCs for STEM, Service Learning, and undeclared majors in Fall 2017. 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.

MCLA has an information technology strategic plan to increase Wi-Fi and VOIP on campus. They will also provide HD Cable in the residences, which will include HBO and Showtime options.

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. As the current dining contract will soon end, there may be conversation related to increased late night dining and more dining programming, and the spaces to support these initiatives. At this point, MCLA feels that it has adequate parking supply to meet student needs.

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 for housing and their new living learning programs. 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

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	1,674
Undergraduate Student Enrollment	1,571
Full-Time Enrollment	1,506
Part-Time Enrollment	65
Graduate Student Enrollment	103

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	78%
From Out-of-State	21%
From Abroad	<1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	97%
Male	88%
Female	12%
Minority Students with Known Race/Ethnicity	9%
Asian	1%
Black	1%
Hispanic	4%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	9%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	92%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	70%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	98%
Housing Target <i>Full-Time Undergraduates</i>	100%
Occupancy Percent	102%
Design Capacity	1,411
Actual Occupancy	1,441
Design Capacity, Anticipated Fall 2019 <i>Includes New Beds¹</i>	1,611

RENTS²

Average On-Campus Rent, Fall 2016	\$7,130
Average Public Maritime Schools Rent, Fall 2016	\$5,424
Average Regional Private Schools Rent, Fall 2016	\$9,249
Average MSCBA System Rent, Fall 2016	\$7,491




¹ Mass Maritime is studying an addition of 200 beds, to be occupied in 2019. 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.

² 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



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

The 2014 report describes campus academic history; there have been no significant updates to it since that report.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

The 2014 report describes campus physical development; there have been no significant updates to it since that report.

II. STUDENT BODY

ENROLLMENT

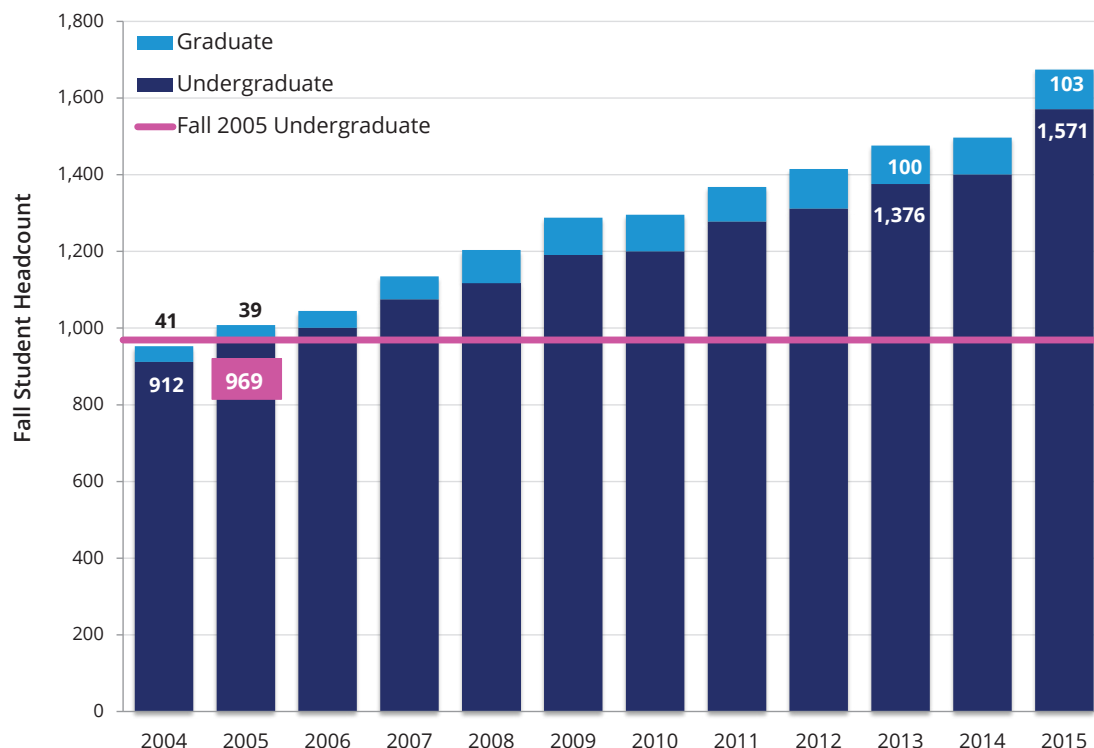
Overall Enrollment. The total enrollment of the Academy has grown 76% from 953 students in Fall 2004 to 1,674 in Fall 2015. The new 2016-2020 Strategic Plan for Mass Maritime lists a goal of 1,800 total students by 2020.

In Fall 2015, undergraduates comprise 94% 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 103 students in Fall 2015. (See Figure A.)

Figure 6A

Student Enrollment, Mass Maritime, Fall 2004-2015

Source: Mass DHE 2016



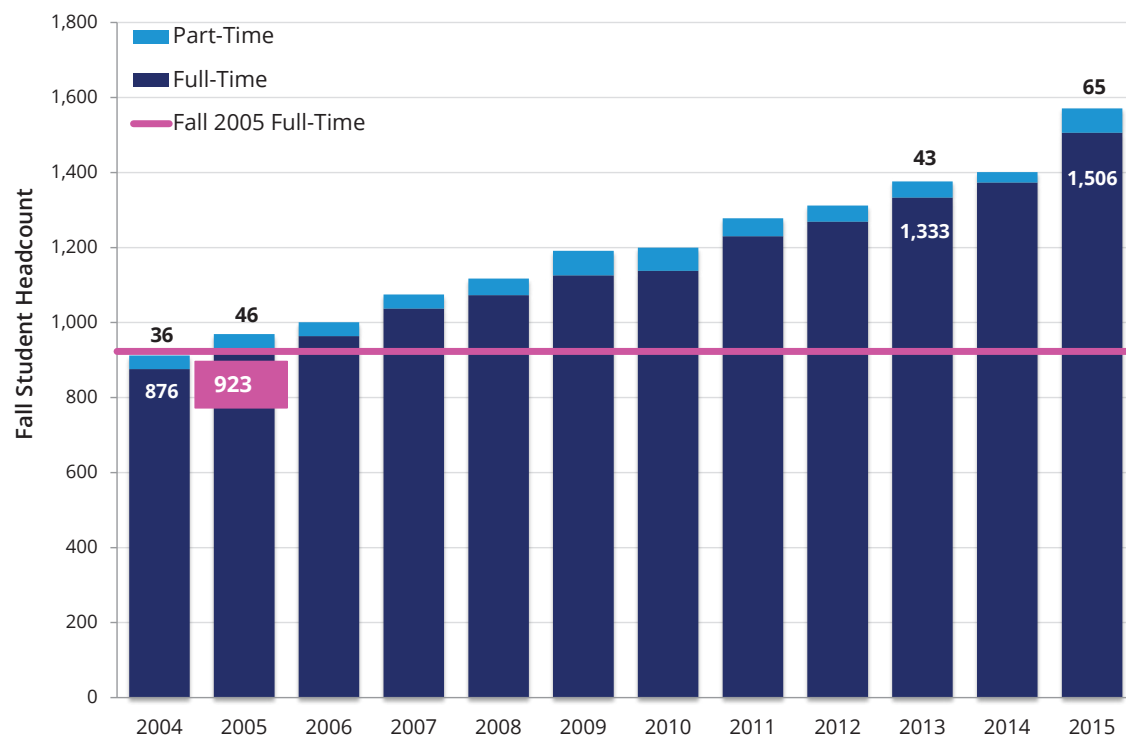
Undergraduate Enrollment. The undergraduate population grew at a consistent rate over the past decade, increasing by 66% since Fall 2005 (666 students). Previously, the Academy had a ‘March to 1,000’ enrollment plan, but when it reached this goal, it simply continued growing. In Fall 2015, Mass Maritime has a total undergraduate population of 1,571.

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 B.)

Figure 6B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Mass Maritime, Fall 2004-2015

Source: Mass DHE 2016



DEMOGRAPHIC INFORMATION

Student Body Composition. The Academy is currently working towards diversifying racial and gender patterns among its students through targeted outreach efforts, and is slowly seeing a successful return for its efforts. They have several current initiatives with schools in Boston, including a collaboration with the Roxbury-based O'Bryant school of Mathematics and Science. In Fall 2015, the percentage of full-time students of color is 9%, up from 4% in Fall 2005. The percentage of minority undergraduate students attending the Academy is currently above the minority percentage of Barnstable County, but much less than the average of the Massachusetts State University System.

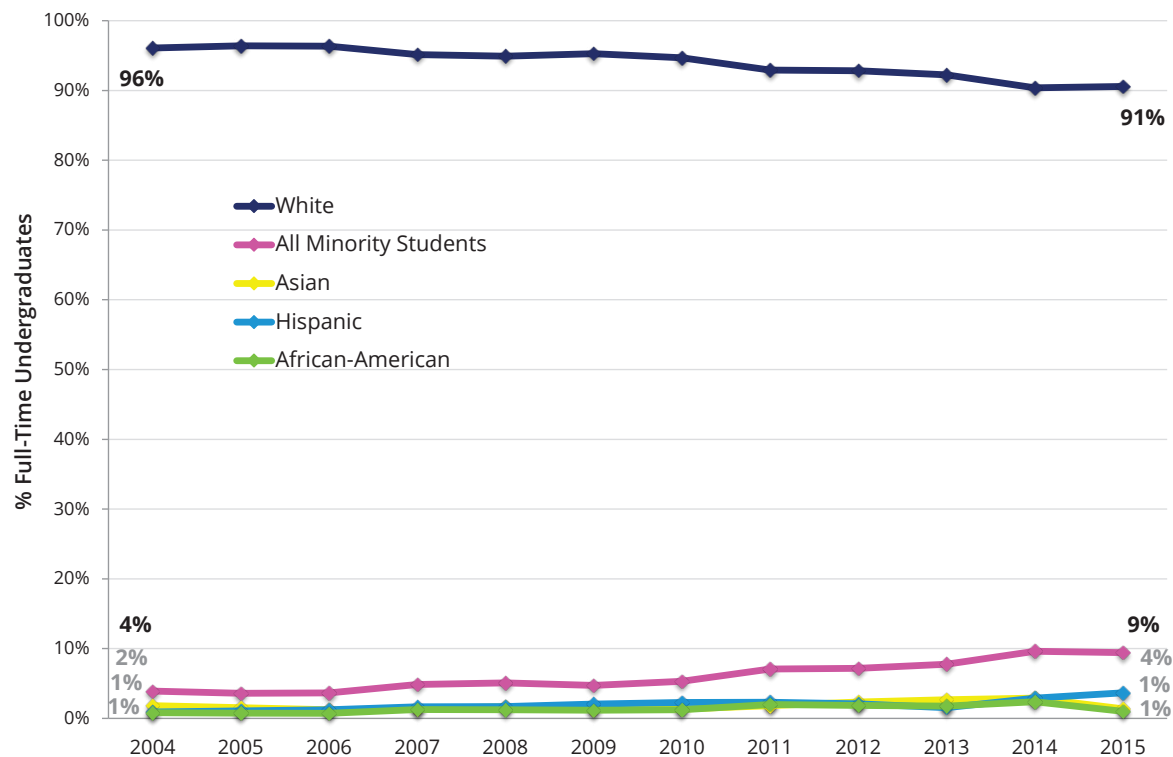
One top recruiting priority is to attract more Hispanic students, many of whom are of the first generation in their family to attend college. 4% of the Academy in Fall 2015 are Hispanic, double the percent in Fall 2013 (2%). (See Figure C.)

In Fall 2015, 97% of the full-time undergraduates are of traditional age, and the Academy has a full-time female undergraduate enrollment of 12%, which it is working to increase.

Figure 6C

Full-Time Undergraduate Enrollment by Race/Ethnicity, Mass Maritime, Fall 2004-2015

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.³ In Fall 2015, more than three-quarters of Mass Maritime's full-time undergraduate student body is in-state (78%). In Fall 2013, the Academy's students were primarily from the south shore of Boston and Cape Cod, although, thanks to the specialized nature of its programs, the Academy attracted students throughout the Northeast.

The Academy draws few international students because of limitations to USCG license requirements; in Fall 2015, the full-time undergraduate student body is fewer than 1% international.

³ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

The Academy continues to have small exchange programs with Shanghai Maritime University, and Dalian University of Technology in China; (the latter is a 2 + 2 program). In addition, the University has a small program with the International Maritime University of Panama, which helps build connections to the Academy's alumni in the Canal Zone.

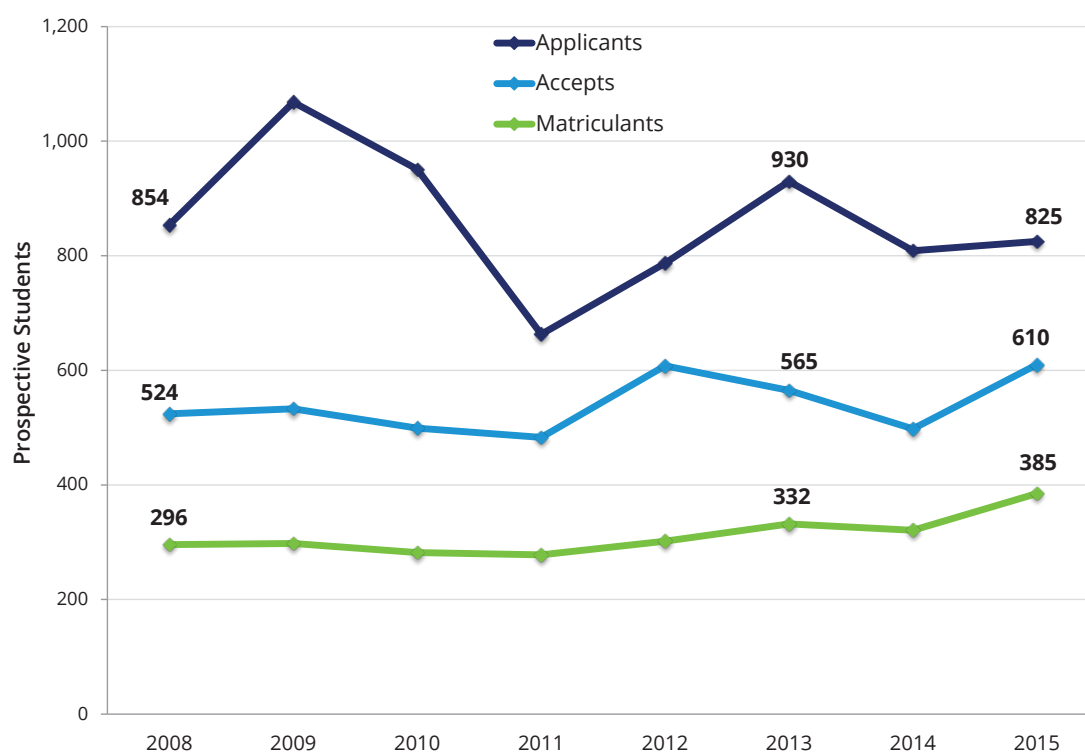
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. The number of first-time Freshman applications increased in Fall 2012 and Fall 2013, but has since declined 11% to 825 applications for Fall 2015. Beginning in Fall 2012, the number of matriculants has grown each year. From Fall 2013 to Fall 2015, the number of matriculants grew 16%; there were 385 first-time Freshman matriculants in Fall 2015. (See Figure E.)

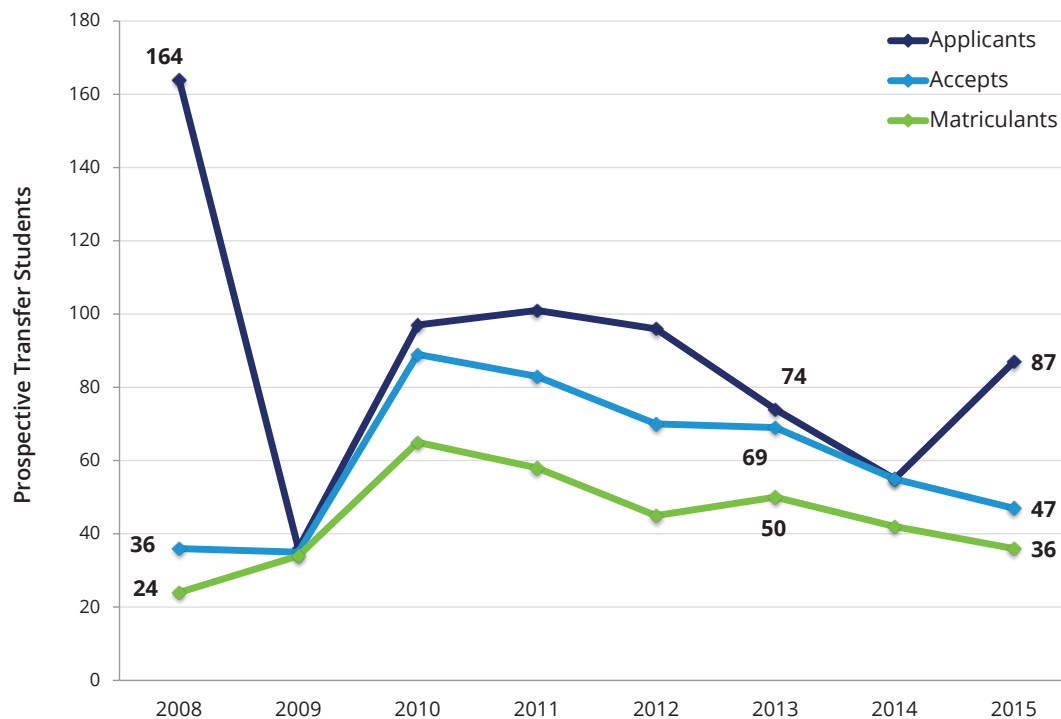
Figure 6E

First-Time Freshman Admissions, Mass Maritime, Fall 2008-2015

Source: Mass Maritime Academy, Summer 2016

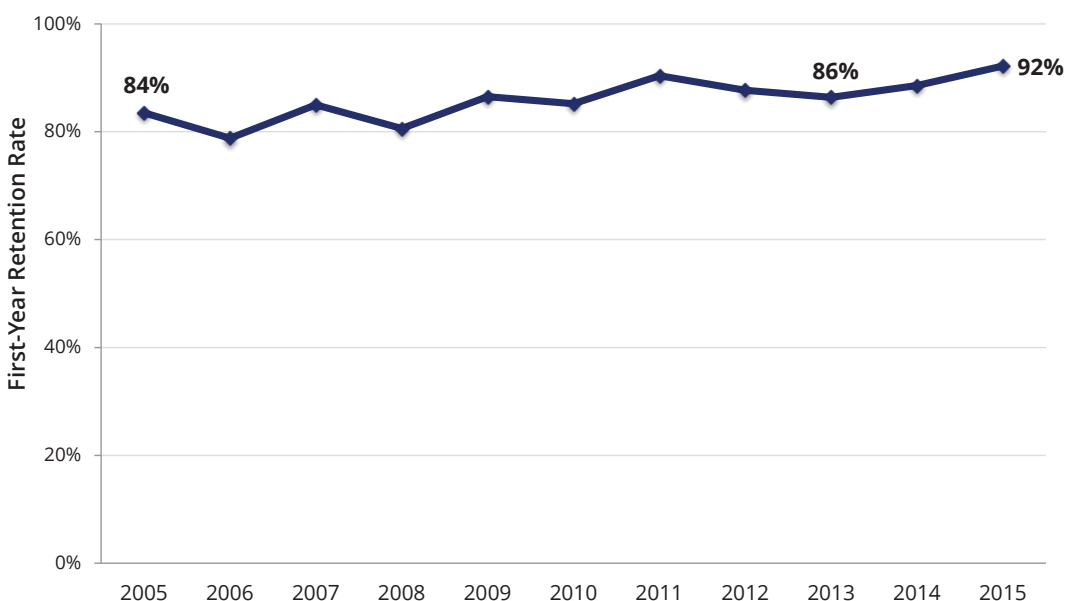


Transfer Admissions. A student who transfers to the Academy generally can only utilize previous engineering or general education courses. A new program allows students who have applied to Mass Maritime but been denied an offer of admission to attend a different university for general education courses and then to apply again to Mass Maritime; (admission is not guaranteed during the second application). Overall, transfer admissions do not make a large contribution to the overall admissions numbers. In Fall 2015, there are 87 transfer applicants, and 36 matriculants. (See Figure F.)

Figure 6F**Transfer Admissions, Mass Maritime, Fall 2008-2015***Source: Mass Maritime Academy, Summer 2016*

Retention. The Academy's retention rate for 2015 is 92%. 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. (See Figure G.)



Figure 6G**First-Time, Full-Time Freshman Retention Rate, Mass Maritime, Fall 2005-2015****Source: Mass DHE 2016*

* 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 Massachusetts State College Building Authority serves as an integral partner with the Academy and has been instrumental in our unprecedented expansion of our residence halls. The Authority has also played a key role in the renovation and expansion of our dining, parking and several other student-centered projects. Their teamwork approach to solving complex problems has routinely delivered a better outcome and their attention to detail delivers projects on time and often under budget.

- Rear Admiral Francis X. McDonald, President of Massachusetts Maritime Academy, June 2016

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

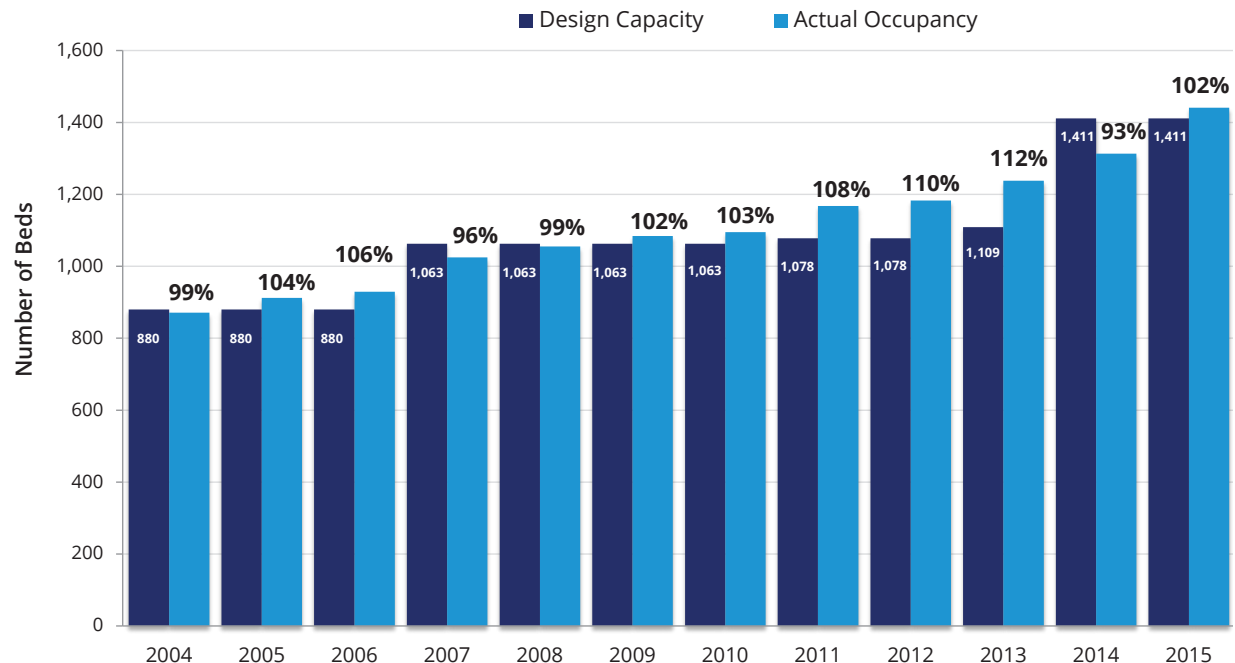
Academy's housing needs. Housing may remain a challenge as the Academy works to increase its enrollment to the projected 2020 number of 1,800.

On-campus housing at the Academy remains much in demand. In Fall 2015, the Academy MSCBA housing is at 102% of design occupancy, and nearly 40 additional students live aboard the Training Ship Kennedy. The Beachmoor rooms that were previously used for students are now being used for campus guests. One possibility is that, in the future, Beachmoor rooms may be utilized to address the housing needs of doctoral students and adjunct faculty. (See Figure H.)

Figure 6H

Housing Occupancy, Mass Maritime, Fall 2004-2015

Source: MSCBA, Summer 2016



Summer Housing. MMA has an aggressive summer camp and conferences program with 100% utilization. The Academy is planning to try more internally-run camp programs as opposed to third-party run programs.

ON-CAMPUS STUDENT HOUSING PROFILE

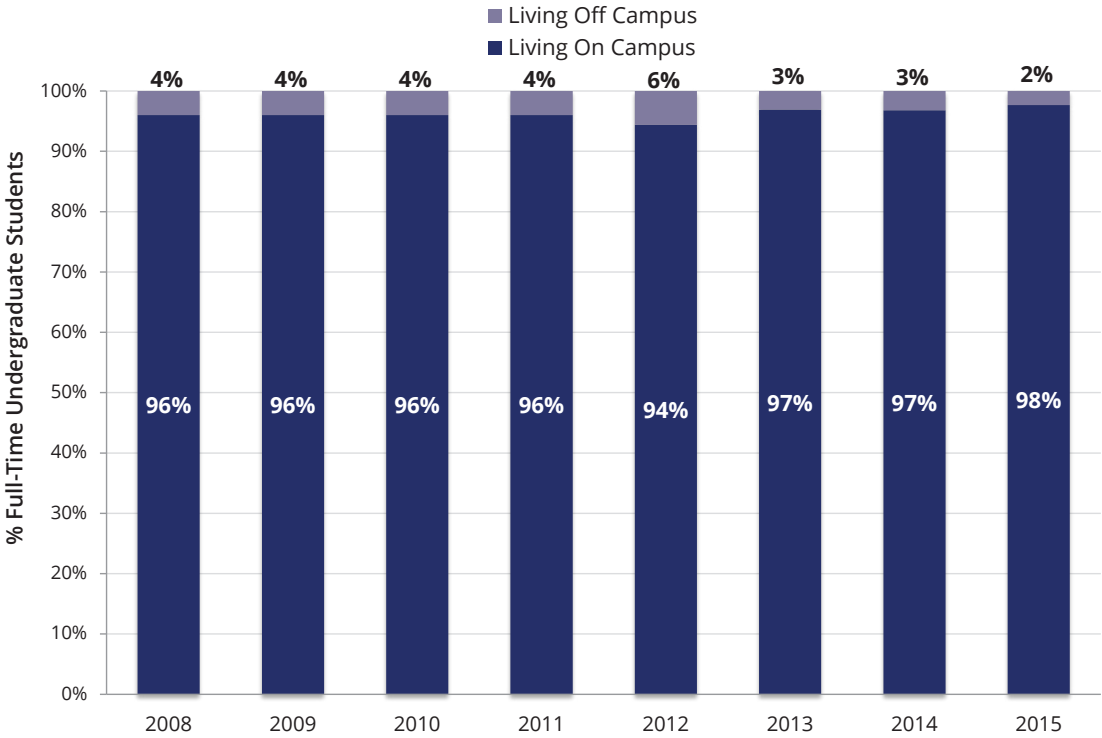
Full-Time Undergraduates. In Fall 2015, 1,471 of the Academy's 1,506 full-time undergraduate cadets live on-campus, including the approximately 40 cadets who live on the training ship. There are about 35 students who are allowed to live in the community because their program has lasted beyond 4 years or they are of older, non-traditional age; the Academy uses this small group of students as a release valve to offset the demand created by the on-campus residency requirement.

At 98% housed, the Academy is somewhat short of its 100% goal, which reflects what the Academy considers to be a housing shortage, rather than a lack of students interested in living on campus.⁴ The Academy has the highest on-campus residency rate in the Massachusetts State University System. (See Figure I.)

Figure 6I

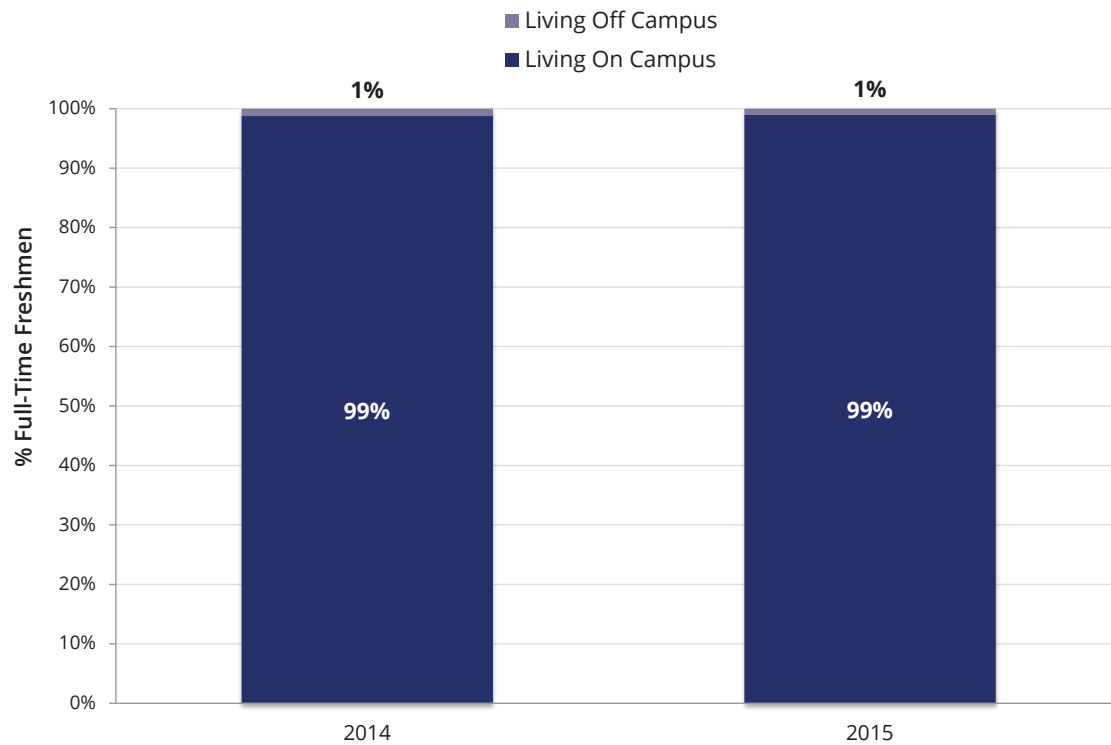
Housing Situation of Full-Time Undergraduate Students, Mass Maritime, Fall 2008-2015

Source: Mass Maritime Academy, Summer 2016



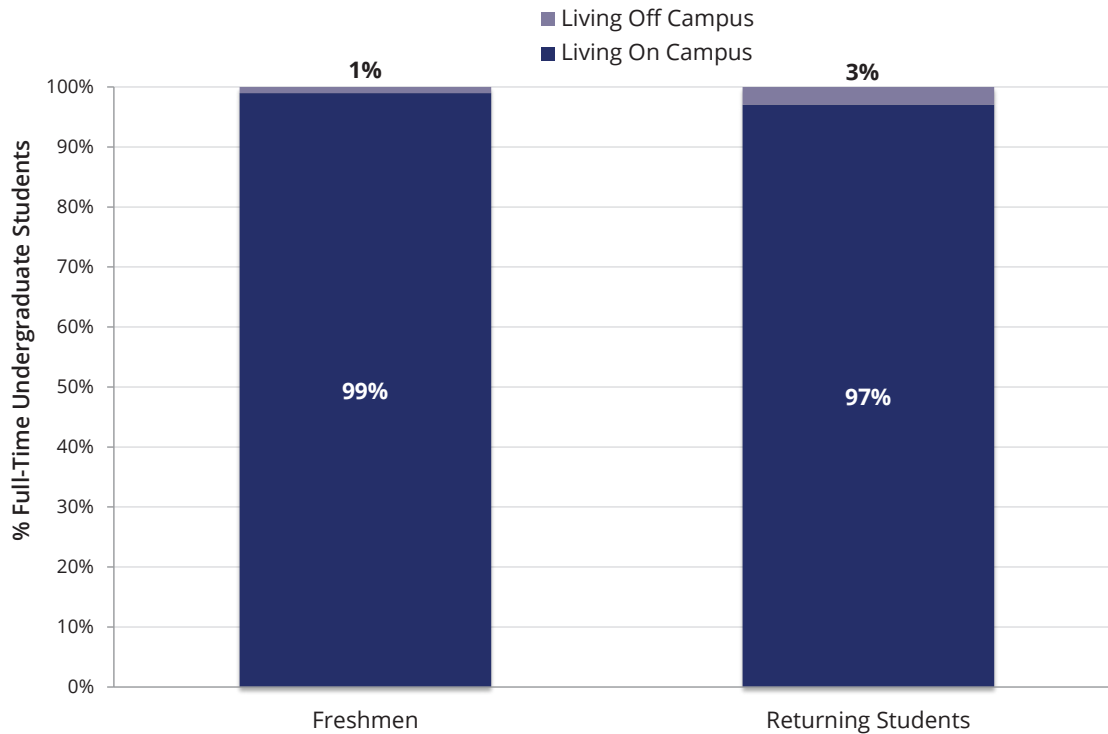
Full-Time Freshmen. Almost all full-time Freshmen live on campus. In Fall 2015, 99% of full-time Freshmen live in on-campus housing. (See Figure J.)

⁴ The 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.

Figure 6J**Housing Situation of All Full-Time Freshmen, Mass Maritime, Fall 2014-2015***Source: Mass Maritime Academy, Summer 2016*

Full-Time Undergraduates by Class. Just 3% of returning full-time undergraduate students live off campus in Fall 2015. (See Figure K.)



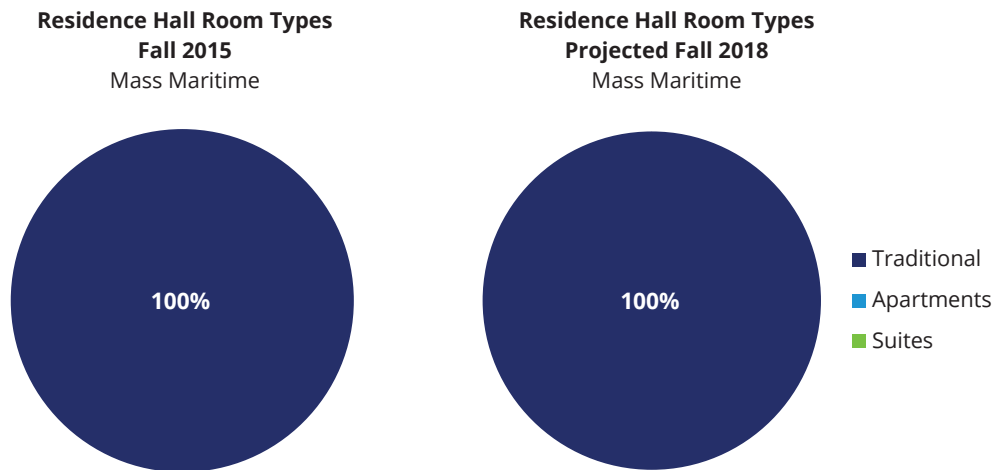
Figure 6K**Housing Situation of Full-Time Undergraduate Students by Class Year, Mass Maritime, Fall 2015***Source: Mass Maritime Academy, Summer 2016***HOUSING PORTFOLIO: UPDATES**

The 2014 report describes the housing portfolio; there have been no significant updates to it since that report. By bed type, in Fall 2015, 100% of all beds are in traditional dormitories.

The changes that were made in the most recent housing renovations have been received very positively. The new study lounges are used a great deal, both for study groups and for relaxation. The cadets appreciate the new Express Fitness Center as well as the Reflection room, which was formerly the chapel. Renovations of restrooms ("heads") meet student needs, including appropriate signage and sufficient numbers of single-user options.

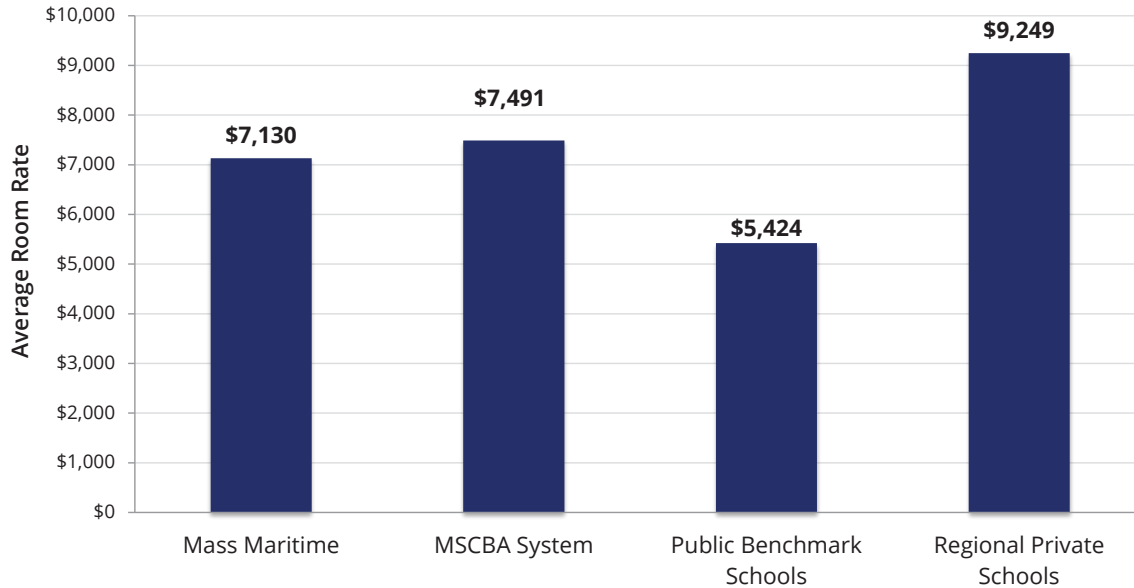
All rooms have both hard-wired and wireless Internet connections. The number of spaces within dorms that were formerly dedicated spaces for computer labs have been reduced, in response to students now possessing their own laptops. By contrast, students are still interested in having centralized printing hubs within the residence halls.

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 L.)

Figure 6L**Residence Hall Room Types, Mass Maritime***Source: MSCBA, Summer 2016***FALL 2016 RENTAL CONTEXT**

Overall Cost. The average cost of on-campus housing at Mass Maritime is \$7,130 per academic year, a cost which is 5% lower than the MSCBA average rent; 31% higher than that of its public benchmarks; and 23% lower than that of its regional private university benchmarks (these comparisons are similar to the 2014 update). (See Figure M.)



Figure 6M**Average Room Rate, Fall 2016***Source: MSCBA, Summer 2016; university websites, Summer 2016*

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.

Note that Figures N and O were not included in this chapter. Figure N compares the average cost of traditional housing and the average cost of suites and apartments. Since Mass Maritime's housing portfolio consists exclusively of traditional housing, Figure M sufficiently presents the comparative housing costs. Figure O, which compares school rent data with average off-campus housing rent data, is not presented here because Mass Maritime houses almost all of its students on-campus.

IV. PLANNED PROJECTS, AND POTENTIAL FUTURE PROJECTS PLANNING CONTEXT: UPDATES

In order to support a population of 1,800 total students by 2020, the Academy will continue its robust construction. The 2016-2020 Strategic Plan for Mass Maritime describes measures to meet this initiative in 4.4 Strategic Student-Centered Capital Construction and Renewable Energy.

The Strategic Goal is threefold:

- Provide the high quality physical resources and capital improvements to Academy facilities that effectively meet the present and future academic needs of the students.
- Accelerate and expand the Academy's efforts in renewable/alternative/"green" energy initiatives.
- Create a campus culture that is committed to environmental sustainability at all levels.

One of the Strategic Performance Metrics listed to meet this goal is to “Investigate dorm expansion (2017).”

Also of note in the plan is that all new spaces which includes housing will continue to meet or exceed the U.S. Green Buildings Council LEED Silver standard.

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.

2014-2016: Projects Completed

Admiral's Hall	New Entry, Auditorium Renovations	\$3,285,000
Cadet Housing Entry	New Entry, Lounge, Public Restrooms	5,000,000
Companies 1 and 2	Restroom Renovations - Decks 1-3	6,000,000
Company 3	Bathroom Renovation	3,200,000
Companies 3 and 5	Expansion Feasibility Study	50,000
Company 6	Bathroom/Lounge Renovations	4,100,000
Harrington Building	New Roof, Windows, Masonry Repairs	3,500,000
Mess Deck	Addition (200 seats), Servery Upgrade	6,280,000
Waterfront	Marine Dock Study	945,000

2016: Projects Underway

Taylor Rd Parking	New Surface Lot – Approx. 250 spaces	1,500,000
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2016 and Beyond: Future Projects Anticipated

Field House	New Athletic Facility	10,000,000
New Housing Capacity	Study	100,000

INITIATIVES

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

CURRENT HOUSING INITIATIVES

There are no current housing initiatives underway.

POTENTIAL HOUSING INITIATIVES

Mass Maritime administrators expend considerable effort managing demand for the residence halls, and as still more undergraduate student growth is anticipated, are requesting that the MSCBA consider conducting a full housing demand study.

Although the residence halls have both wired and wireless Internet, there are no smart rooms in either the residence halls or the dining area for presentations. Adding smart presentation rooms would enhance both the academic and student experiences. More bandwidth in the dorms is also needed.

Administrators are hoping to bring coinless washing machines to campus housing in the future.

POTENTIAL CAMPUS INITIATIVES

The higher student population has put pressure on dining. While eating space and flow are adequate (with a 600 to 800 seat capacity), the food service vendor recommends additional space for storage.

As the population grows, parking is also an issue. The new surface lot, anticipated to open in Fall 2016, will help, but more parking is still needed.

MMA maintains a swimming pool that it rents by contract to the Cape Cod Swim Club and to other organizations. No current renovations are needed.

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. The masterplan specifies the need for a wastewater treatment upgrade, and the Academy continues to look for additional sustainability initiatives.

V. SUMMARY

The Academy has several unique challenges that stem from their mission to house their entire student body and their goal to grow to 1,800 in 2020. Should the undergraduate population continue to increase, the Academy, which has a goal of housing 100% of its students, 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. Already a leader in sustainability initiatives, the Academy will continue to seek ways to lower its operational costs for energy.



SALEM STATE UNIVERSITY:

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	9,215
Undergraduate Student Enrollment	7,499
Full-Time Enrollment	5,919
Part-Time Enrollment	1,580
Graduate Student Enrollment	1,716

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	93%
From Out-of-State	3%
From Abroad	4%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	87%
Male	39%
Female	61%
Minority Students with Known Race/Ethnicity	27%
Asian	3%
Black	8%
Hispanic	13%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	41%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	80%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	46%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	40%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent	104%
Design Capacity	2,282
Actual Occupancy	2,367
Design Capacity, Anticipated Fall 2019 <i>Includes New Beds¹</i>	2,582

RENTS

Average On-Campus Rent, Fall 2016	\$8,696
Average Off-Campus Rent, Fall 2016	\$11,901
Average Public Benchmark Schools Rent, Fall 2016	\$8,442
Average Regional Private Schools Rent, Fall 2016	\$10,232
Average MSCBA System Rent, Fall 2016	\$7,491

¹ Salem State is studying an addition of 300 beds, to be occupied in 2019. 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



Note: A location is yet to be determined for a proposed new residence hall.

- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

Salem State University now grants Bachelor of Arts and Bachelor of Science degrees in 27 disciplines and specialized degrees in 4 disciplines (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, Master of Occupational Therapy, Master of Science degrees, and a Certificate of Advanced Graduate Study. Continuing and Professional Studies courses are also available for credit or non-credit.

As the third largest employer in the City of Salem, and one of the top employers on the North Shore, Salem State generated more than \$827 million of spending in Massachusetts in 2014. Of that figure, more than \$443 million was spent in Essex County, and more than \$100 million 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, diversity, inclusion, and connection to place
- Positioning the university to meet the challenges and opportunities of the future

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

Five different campuses, encompassing 115 acres and 35 buildings, house the various functions of the University. (See Map 1.) In 2015, the University also entered a long-term lease on 287 Lafayette Street (19,900 square feet) to house its social work program and English Language Learners program.

A new 350-bed residence hall (Viking Hall) opened on its Central Campus in fall of 2015, as well as a new 725-car parking garage on North Campus.



II. STUDENT BODY

ENROLLMENT

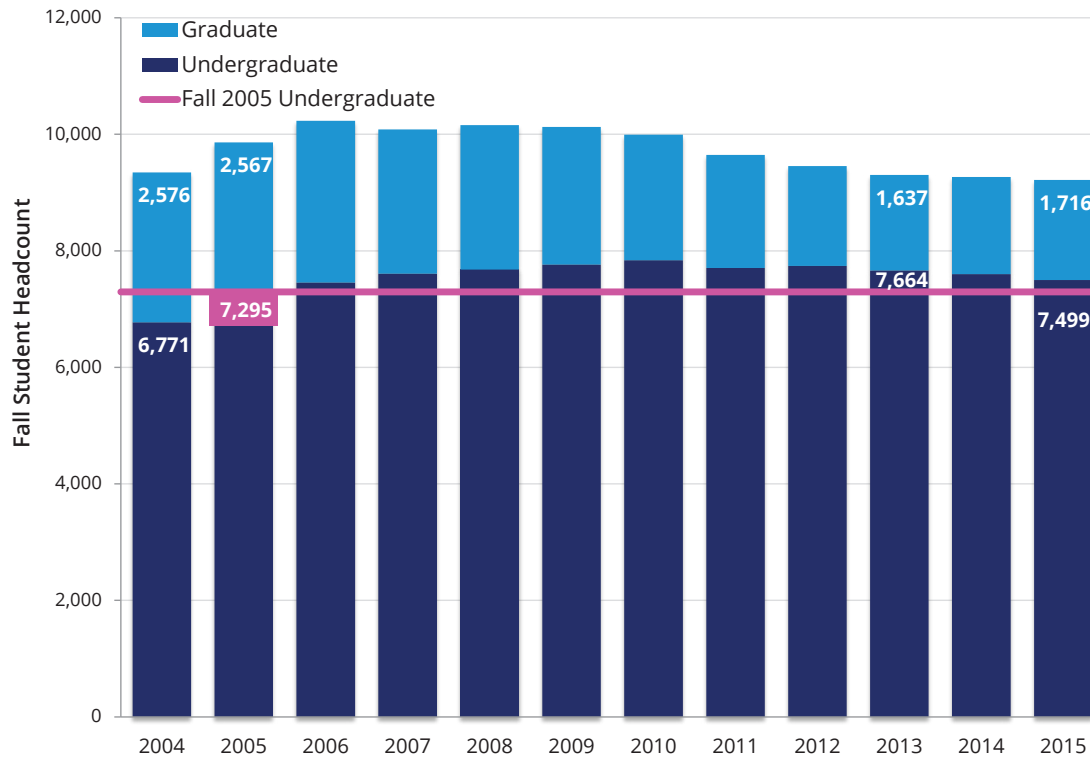
Overall Enrollment. Salem State's Fall 2015 overall enrollment of 9,215 students is about 7% smaller than it was 10 years ago in Fall 2005. During the last decade, the undergraduate population increased modestly (3%), by about 204 students. The graduate student population declined by one-third (-33%), about 850 students. (See Figure A.)

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

Figure 7A

Student Enrollment, Salem State, Fall 2004-2015

Source: Mass DHE 2016

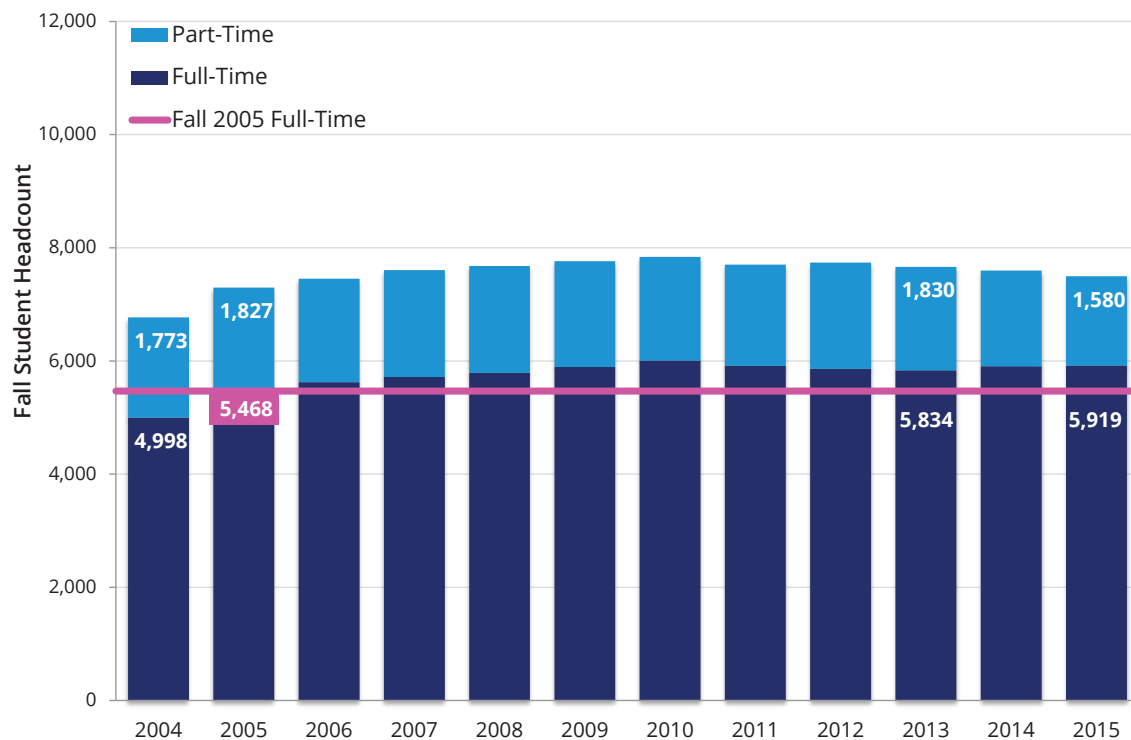


Undergraduate Enrollment. In Fall 2015, Salem State has 7,499 undergraduate students, and 79% of them are full-time students. Almost all of the growth in the undergraduate population over the last decade comes from the increased enrollment of full-time undergraduates; the full-time undergraduate population grew 8% (451 students). (See Figure B.)

Figure 7B

Undergraduate Student Enrollment by Part-Time/Full-Time Status, Salem State 2004-2015

Source: Mass DHE 2016



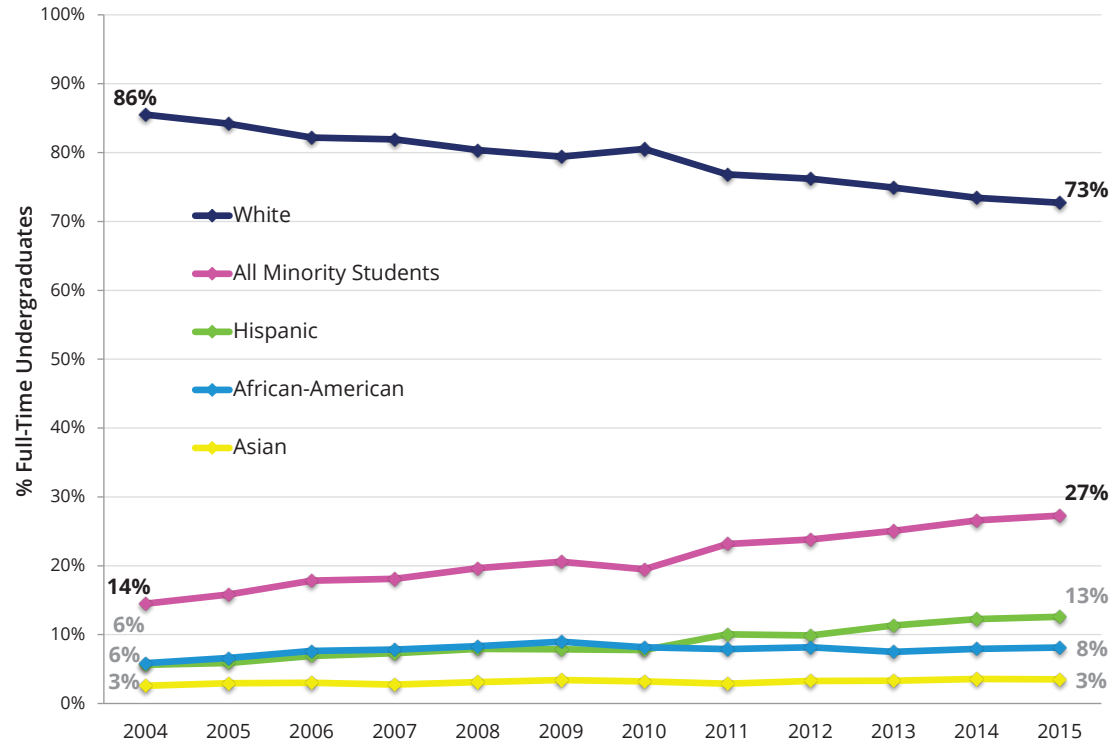
DEMOGRAPHIC INFORMATION

Student Body Composition. Traditional-aged (18-24) students constitute the majority of Salem State's undergraduate enrollment. In Fall 2015, the full-time undergraduate population is 61% 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 2005, to 13% in Fall 2015, and an increase in students who are of two or more races, who are not listed in this chart (Fall 2015: 3%). The diversity of the student body - in cultural, ethnic, social, and intellectual ways - is one of the guiding principles of Salem State's 2013-2016 Strategic Plan. Among the State Universities, Salem State and two other institutions are tied for the highest proportion of full-time undergraduates who are minority students (27%). (See Figure C.)

Figure 7C**Full-Time Undergraduate Enrollment by Race/Ethnicity, Salem State, Fall 2004-2015**

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Salem State enrolls 371 veterans and their dependents in Fall 2015. Salem State has once again been named a Military Friendly School by G.I. Jobs. This honor places Salem State in the top 20% of schools nationwide.

*Geographic Distribution.*² Overall, 93% of the full-time undergraduates come from Massachusetts, with 3% from other states and 4% from abroad. In the 2014 update, with data from Fall 2013, 72% of the full-time in-state undergraduates came from towns and cities in northeastern Essex and Middlesex counties.

Salem State actively cultivates academic partnerships with colleges and universities throughout the world. In Fall 2015, 4% of the full-time undergraduate study body are international students, one of the highest percentages in the Massachusetts State University System. The University's 1+2+1 dual degree program, with over 46 Chinese universities, began in 2008.

³ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

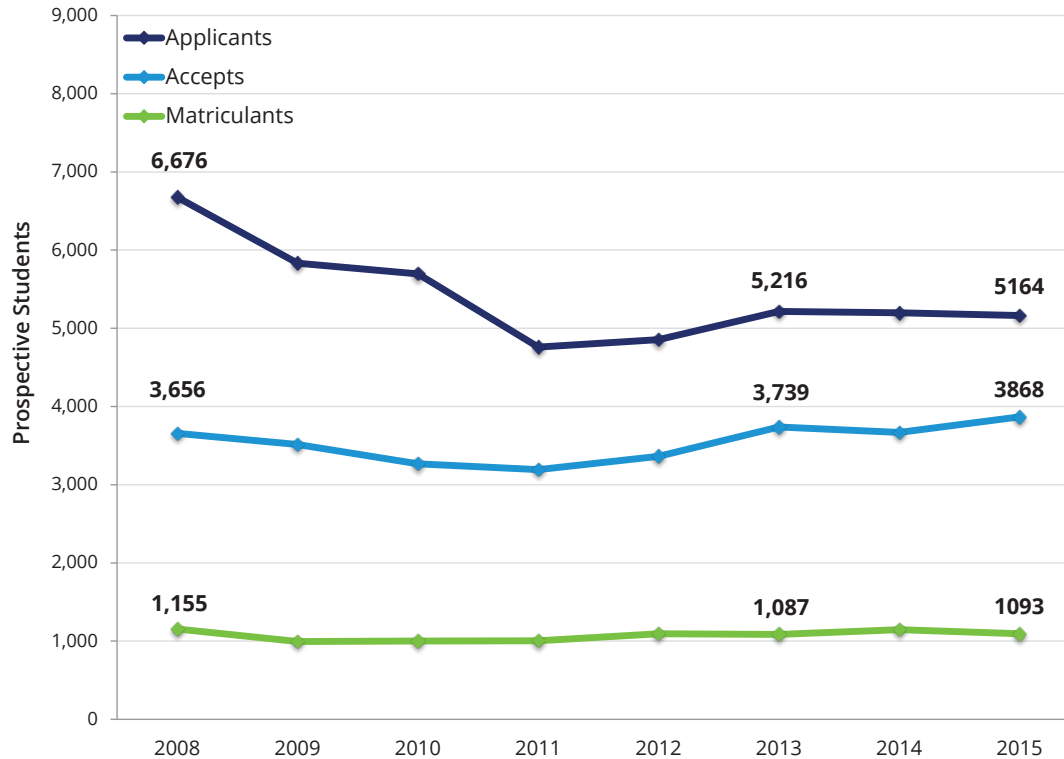
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Salem State's first-time Freshman applications were down in Fall 2011, but have since grown 8%, to 5,164 in Fall 2015. First-time Freshman matriculants have grown 9% since 2011 to 1,093 in Fall 2015. (See Figure E.)

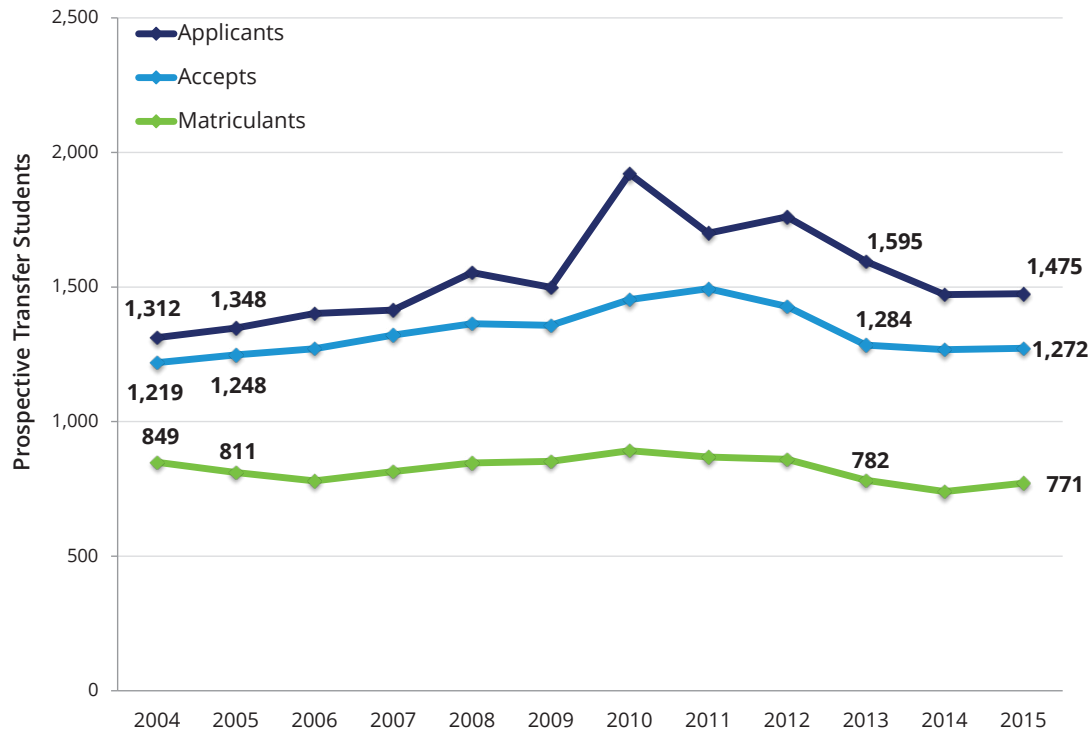
Figure 7E

First-Time Freshman Admissions, Salem State, Fall 2008-2015

Source: Salem State University, Summer 2016



Transfer Admissions. Salem State's transfer applicants are up over the last decade, and transfer matriculants have been steady. In Fall 2015, 1,475 students applied as transfers, with 61% of that number accepted and enrolled. Salem State has a new partnership with Bunker Hill Community College, and has seen significant growth in transfer numbers. Bunker Hill, in turn, lists Salem State on its website as one of its students' top five transfer destinations. (See Figure F.)

Figure 7F**Transfer Admissions, Salem State, Fall 2004-2015***Source: Salem State University, Summer 2016*

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 transfer to 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 at-risk students to live on campus in the summer, which provides support and preparation for their transition to being full-time students in the fall.

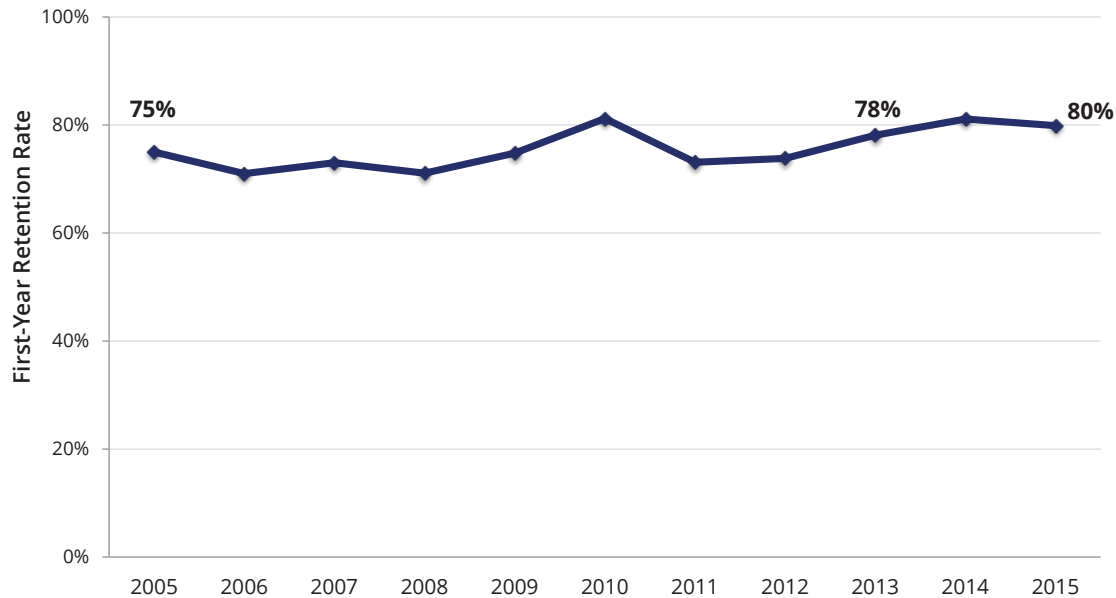
In addition to the recruitment of international students and transfer applicants, as mentioned above, Salem State has active out-of-state recruitment in Southern Maine, upstate New York, other surrounding states, and Florida community colleges.

From 2014 to 2015, 80% of Salem State's first-time, full-time Freshmen persisted into their second year. The retention rate has been fairly stable over the decade. (See Figure G.)

Figure 7G

First-Time, Full-Time Freshman Retention Rate, Salem State, Fall 2005-2015*

Source: Mass DHE 2016



* 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 as of that time. After opening Viking Hall in Fall of 2015, we are now housing close to 40% of this population. The completion of Viking Hall added 354 beds and is serving our growing population of sophomore residents.

Additionally, we have identified the need for faculty and graduate student housing. With continued focus on our 50% goal for undergraduates, we will seek support from MSCBA to develop housing for these groups as well.

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 enhances classroom learning and provides key life skills and student development that cultivates active citizens and contributors to our society. It is with this in mind that a residential curriculum has been implemented to provide an intention-

al residential experience to achieve that goal. With a focus on four pillars: Community, Diversity, Leadership, and Wellness, the residential curriculum will help to foster the personal and social development of each resident. Our program will feature intentionally sequenced experiences to promote the achievement of specific learning outcomes throughout a resident's time at the University.

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. As the number 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 initiated a North Campus Precinct Study to determine how to optimize the development of this area of campus. A focus has been on the future of the Ellison Campus Center, in addition to the possibility of constructing a new residence hall. These projects together have the potential to create an area for residents and commuters incorporating spaces for all students to engage with their community, focus on academics, in addition to providing a needed new dining facility. As North Campus continues to evolve to meet our current needs, it must provide a place that will support our students as they transition through the University.

Salem State University has a rich history of collaboration between Residence Life and Academic Affairs that support student success. Five faculty members live in the residence halls as participants in our "Faculty in Residence" initiative. This program, unique among the State Universities in Massachusetts, is designed to create more opportunities for teachable moments as faculty interact daily with students to promote and encourage student intellectual and social development. Academic mentors reside with and provide academic support to our first-year and sophomore students. This program has continued to grow with the addition of Viking Hall.

Salem State University is moving forward while honoring our rich history of serving students regionally as they develop into global citizens. Our goal of achieving a campus of 50% residential students continues to become more attainable as our population grows and an increased number of students desire housing. As we begin to create our plan for North Campus, it provides a well-timed opportunity to address several student needs with an intentional design. The combination of these physical changes with new approaches to student development make this an exciting time to be a student at Salem State University!

- Patricia Maguire Meservey, Salem State University President, August 8, 2016

DEMAND

In Fall 2015, Salem State university houses 2,367 undergraduate students on campus in five residence halls and one residential complex.

Although the University has added two new residence halls in the past five years, the number of full-time students seeking on-campus housing exceeds existing capacity. In Fall 2015, Salem State houses only 40% of its full-time undergraduate population, still 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 8%, or 451 students, between Fall 2005 and Fall 2015, Salem State has not been able to keep up with the demand for on-campus housing. Compounding the problem are the University's expanded recruiting efforts in other parts of the country and internationally, as the increasing population of out-of-state and international students further increases housing demand.

Students are increasingly aware that living in campus housing gives them a competitive edge over commuter students; they understand that housing isn't just a roof and food, it is the basis of a comprehensive student experience. Administrators report an increase in residential retention, and a strengthened link between living on campus and academic success. Additionally, residence halls are increasingly providing programming that serves both residential and commuter students.

Viking Hall has been heartily received by students. The classroom in Viking is heavily used, as are the small, comfortable lounges. Students are enthusiastic about the mini-suite options, and particularly enjoy the Starbucks. Within the residence hall, the use of glass walls allows students to see and be seen in the common rooms. In general, Viking has provided a sense that central campus is a much more residential area now.

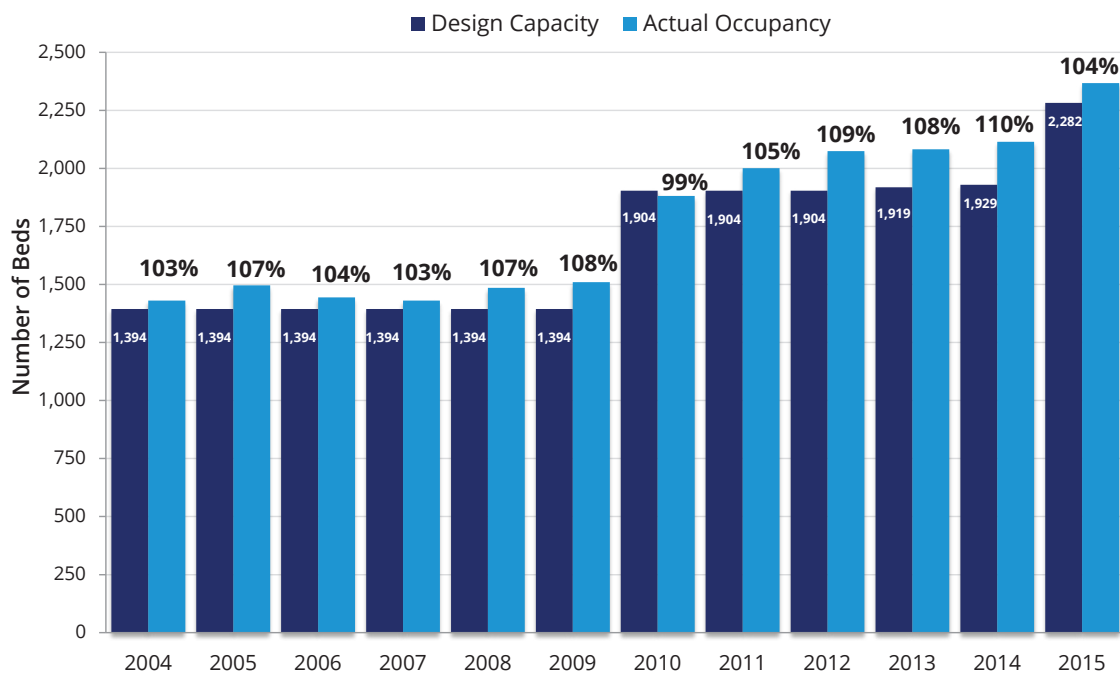
Occupancy. In Fall 2015, occupancy is at 104%, reflecting a degree of overcrowding that has characterized the University's on-campus housing options for the past decade. The drop evident in Fall 2010 reflects the implementation of a rigorous academic status policy that focused on academic progress toward the degree in addition to cumulative grade point averages. 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%, according to MSCBA occupancy data; 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 H.)

Figure 7H

Housing Occupancy, Salem State, Fall 2004-2015

Source: MSCBA, Summer 2016



Summer Housing. Several new summer programs are planned for 2017, including a five-week series of one-week intensive courses that will include housing options. Salem State administrators indicate that having three buildings of housing allows them to take one offline each summer for renovation.

Housing Adaptations. If needed, the buildings with apartments are adaptable to gender-inclusive housing. In the more traditional halls, bathrooms are currently assigned as male and female, which is problematic, although Marsh has some single-user bathrooms. An additional dilemma is that the best housing option currently for a non-gender conforming student is to be placed in an upperclass area within an apartment, but that option may be developmentally and socially difficult for a first-year student.

This past year, Salem State had seven instances of assistance and service animals within the residence halls; administrators anticipate an increase going forward. It is untested whether the current airflow system can handle the dander from cats.



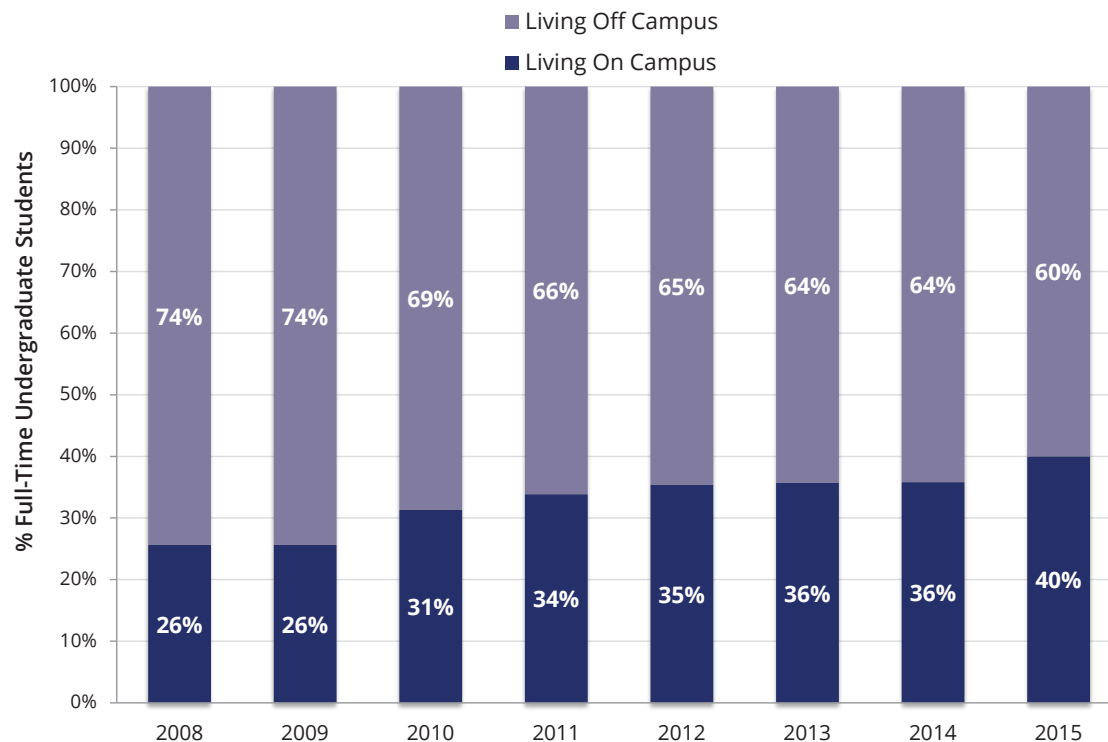
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduate students living on campus increased from 36% in Fall 2013, to 40% in Fall 2015, continuing the trend as noted in the 2014 update. Salem State administrators point to this growing residential population as a catalyst for growth in other campus activities, such as clubs and intramurals. (See Figure 1.)

Figure 71

Housing Situation of Full-Time Undergraduate Students, Salem State, Fall 2008-2015

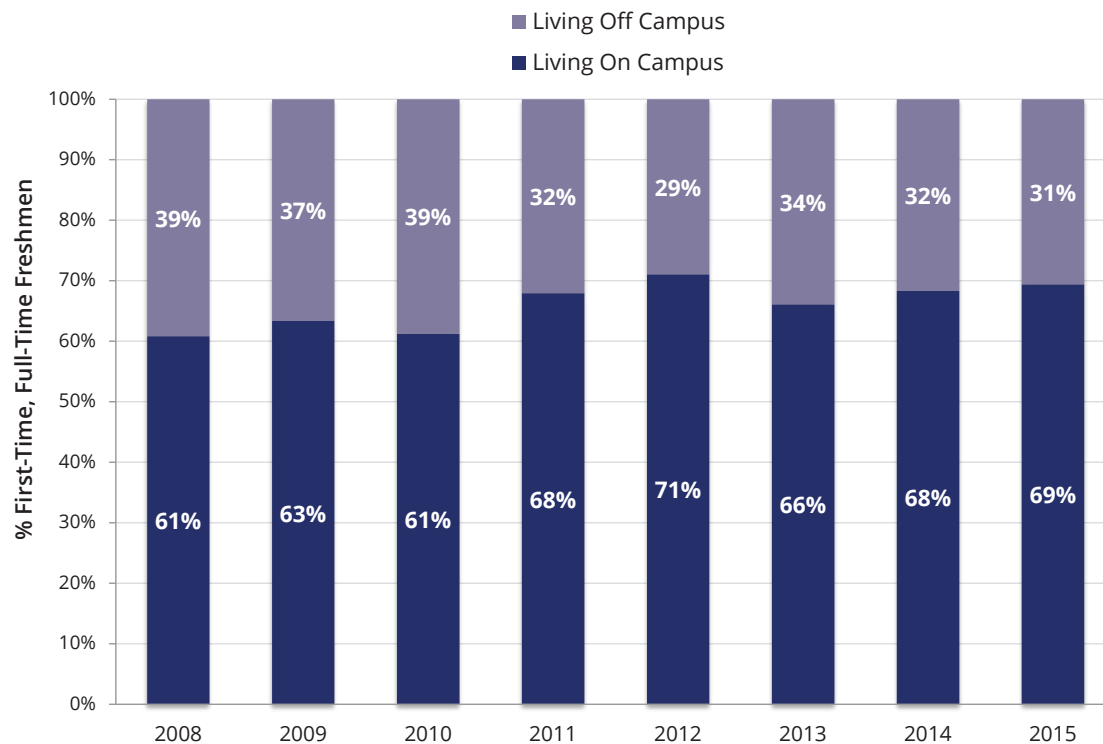
Source: Salem State University, Summer 2016



First-Time, Full-Time Freshmen. The percentage of first-time, full-time Freshmen in on-campus housing increased from 61% in Fall 2010 to 71% in Fall 2012, then declined to 69% in Fall 2015. (See Figure J.)

Figure 7J**Housing Situation of First-Time, Full-Time Freshmen, Salem State, Fall 2008-2015**

Source: Salem State University, Summer 2016

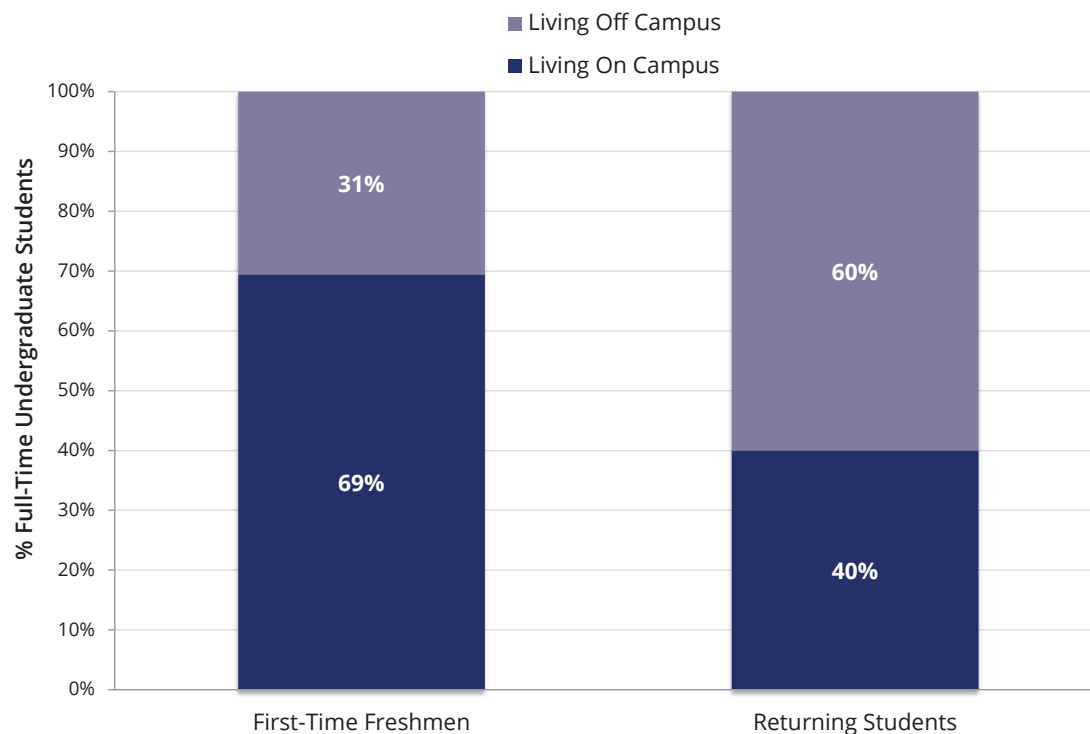


Full-Time Undergraduates by Class. The percentage of first-time, full-time Freshmen living on campus (69%) is about a third higher than returning students living on campus (40%). Salem State administrators are investigating strategies to retain rising Juniors and Seniors; they note that with the tight Salem real estate market, students who live off campus in the area need to look farther afield for affordable, appropriate student rentals. (See Figure K.)

Figure 7K

Housing Status of Full-Time Undergraduate Students by Class Year, Salem State, Fall 2015

Source: Salem State University, Summer 2016



Salem State has a three-year guarantee of housing to all students; however, once a student leaves on-campus housing, they are no longer guaranteed on-campus housing in subsequent years.

HOUSING PORTFOLIO: UPDATES

All of the University's residence halls have been renovated since 2000, and three have been built new: Atlantic Hall in 2004, Marsh Hall in 2010, and Viking Hall in 2015. In Summer 2016 there are several renovations:

- Peabody Hall is receiving an upgrade to the wireless Internet.
- Bowditch Hall will have all common areas painted, new carpet installed, and new furniture.
- Atlantic Hall will have new carpet installed in all common areas and office spaces.
- Marsh Hall will have new carpet installed in the main lounge.
- The Bates Complex will have new carpet installed in the main lounge and painting of the apartments and main lounge.

Additionally, there are some conservation efforts occurring, involving replacements of light fixtures and plumbing fixtures in Peabody Hall, Bowditch Hall, and the Bates Complex.

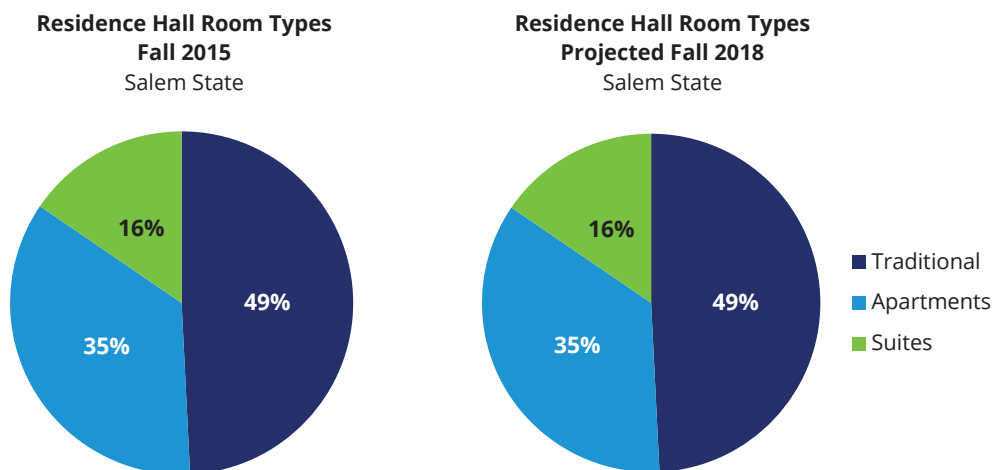
By bed type, in Fall 2015, 49% of beds are traditional, 16% are suite-style, and 35% are in apartments.

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 L.)

Figure 7L

Residence Hall Room Types, Salem State

Source: MSCBA, Summer 2016



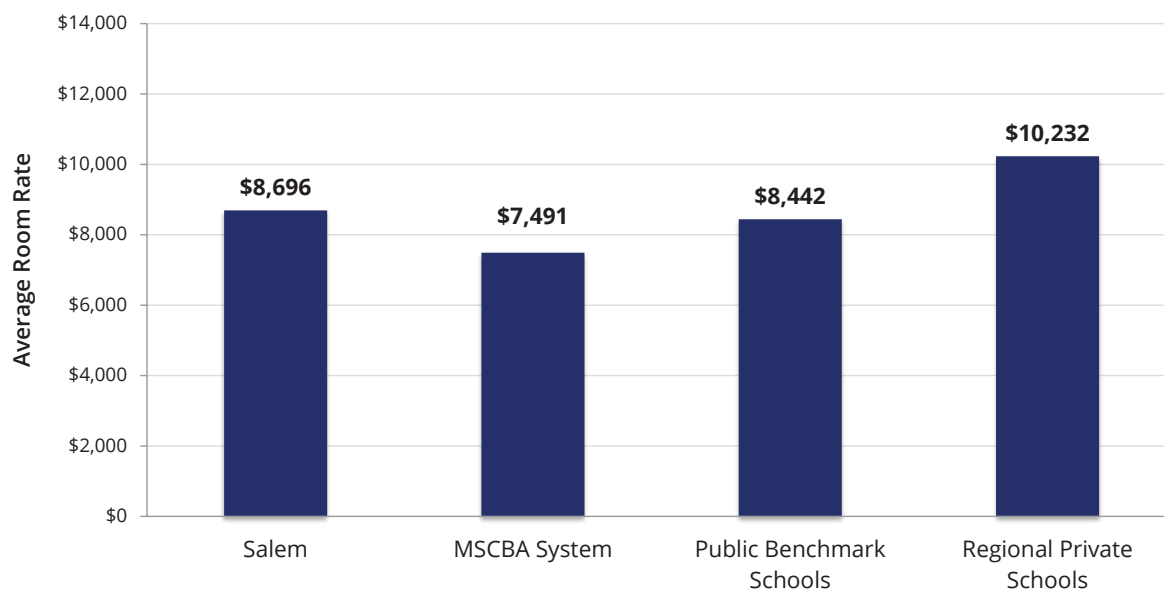
FALL 2016 RENTAL CONTEXT

Overall Cost. Based on Fall 2016 data, the average cost of on-campus housing is \$8,696 at Salem State. This cost is 16% higher than the MSCBA average rent and 3% higher than that of Salem State's public benchmarks, but 15% lower than regional private benchmarks. (See Figure M.)

Figure 7M

Average Room Rate, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



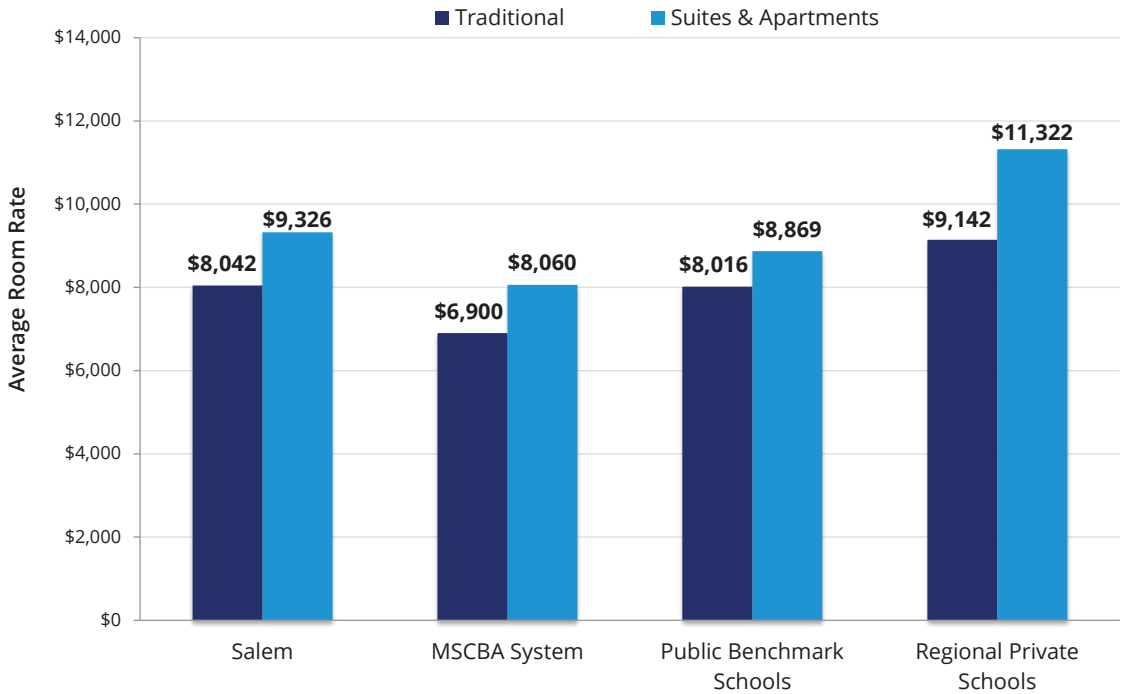
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted. See Appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. On-campus suites and apartments are more expensive than on-campus traditional housing. Rents for both, however, are higher than average corresponding costs for the MSCBA and public benchmarks, and lower than those for private schools (as was the case in the 2014 update). (See Figure N.)

Figure 7N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016



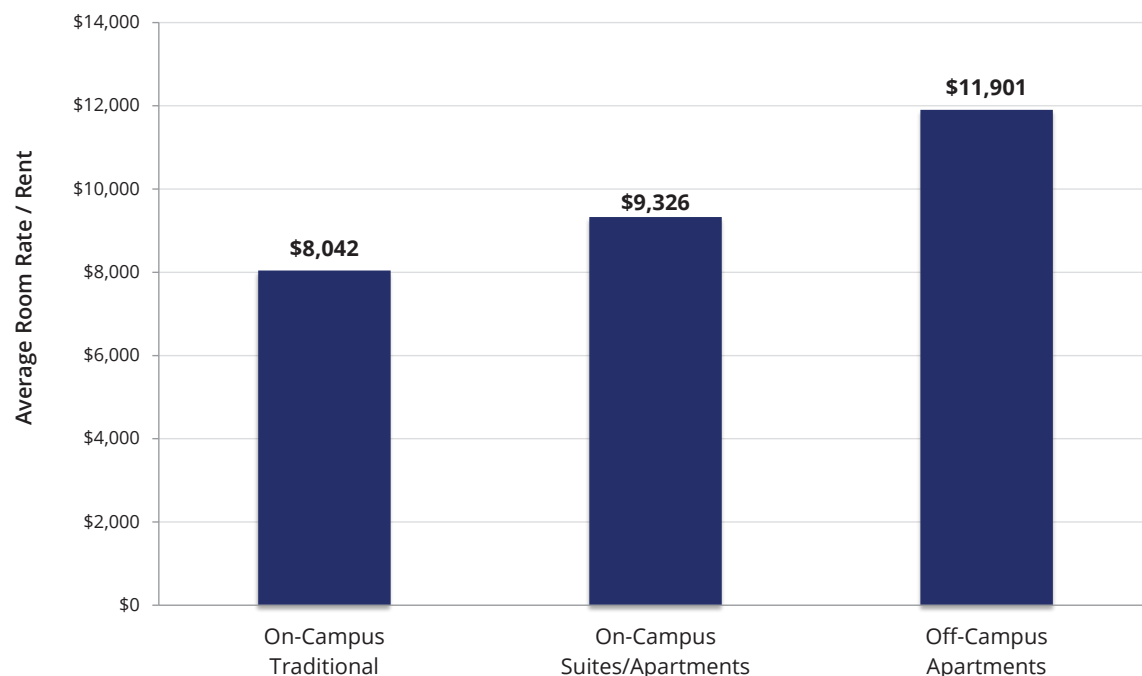
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. On-campus housing is considerably less expensive, on average, than off-campus options. The average room rate for on-campus suites and apartments is 22% lower than the average off-campus room rate (\$11,901). The rentals in private homes and converted houses are under-represented in the snapshot of listings available for the market data analysis, which may be a factor in why the off-campus rent data is much higher than on-campus rents. Several apartment buildings are planned for downtown Salem, but they are not marketed towards students. (See Figure O.)

Figure 70

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Salem State, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

A comprehensive Master Vision plan completed in 2013 is summarized in the MSCBA's 2014 Strategic Plan Update.

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 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.

2014-2016: Projects Completed

Bowditch Hall	Fire Alarm Upgrades	\$796,000
Ellison Center	Ellison Center Study	200,000
Parking Garage	New Parking Structure - 729 spaces	23,000,000
Viking Hall	New Housing Capacity (353 beds)	52,500,000

2016: Projects Underway

Atlantic, Bates, Peabody, Bowditch	Residence Halls Carpeting and Furniture	992,000
North Campus	Precinct Planning Study	500,000

2016 and Beyond: Future Projects Anticipated

Bates Complex	Interior Renovations, Kitchens, Baths	6,000,000
Dining	New or Renovated Dining	TBD
Ellison Campus Center	Expansion and/or Renovations	10,000,000
New Housing Capacity	Approximately 250 to 300 New Student Beds	40,000,000
Peabody Hall	Interior Finishes	700,000

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.

Several renovation projects are currently planned, including new furniture and carpet, and moving wireless hubs from hallways into living units.

POTENTIAL HOUSING INITIATIVES

Older buildings, including residence halls, do not have strong enough Wi-Fi, and the buildings are struggling to support student demand.

POTENTIAL CAMPUS INITIATIVES

There remains a need to modernize buildings on the North Campus. Among the buildings targeted for replacement or expansion is the North Campus dining facility. In addition, as noted in the 2014 update, 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 9,000. 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.

Dining may be a part of the Campus Center expansion or included as part of a new residential project.

There is also a future need to create gathering spaces in academic buildings for increased student-to-student and student-faculty interaction.

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. Additionally, as key card access and locking systems differ from building to building, appropriate training will be needed to use multiple systems. Administrators also mention the need for cameras in elevators to address vandalism.

A previous planning study recommended an additional parking garage in central campus, but there is no current plan to build a new garage. Administrators would like to move parking out of the center of campus and to the campus edges, saving core campus space for other usages.

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 growing lack of affordable off-campus options for upperclass students will continue to keep demand for campus housing high. The campus is currently undergoing a study for a new residence hall, and continues to strive to reach its goal of housing 50% of the full-time undergraduate student body.

Westfield

STATE UNIVERSITY



WESTFIELD STATE UNIVERSITY

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,496
Undergraduate Student Enrollment	5,616
Full-Time Enrollment	4,963
Part-Time Enrollment	653
Graduate Student Enrollment	880

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	93%
From Out-of-State	7%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	93%
Male	47%
Female	54%
Minority <i>Students with Known Race/Ethnicity</i>	20%
Asian	2%
Black	4%
Hispanic	8%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	21%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	78%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	63%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	62%
Housing Target <i>Full-Time Undergraduates</i>	60%
Occupancy Percent	105%
Design Capacity ¹	2,765
Actual Occupancy ²	2,916

RENTS

Average On-Campus Rent, Fall 2016	\$6,709
Average Off-Campus Rent, Fall 2016	\$6,921
Average Public Benchmark Schools Rent, Fall 2016	\$7,895
Average Regional Private Schools Rent, Fall 2016	\$8,765
Average MSCBA System Rent, Fall 2016	\$7,491

¹ 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 decreased slightly since the 2014 update due to the renovation of Dickinson Hall in Summer 2015.

² Housing occupancy does not include occupants of Lansdowne Place.

Map 8A

Campus Map - Westfield State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

The 2014 report describes campus academic history; there have been no significant updates to it since that report.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

In Summer 2014, construction was started on the Science and Innovation Center, a new academic building. Upon completion in 2016, this building will house laboratories and classrooms for science and nursing departments. In 2015, the University regained the use of the Juniper Park school building, which included 45 parking spaces. Once renovated, the newly named Catherine Dower Center for Performing and Visual Arts will provide updated facilities for the Music, Art, and Theatre Departments.

The University is no longer leasing downtown art gallery space. It is, however, leasing space in the old post office to house the division of Institutional Advancement.

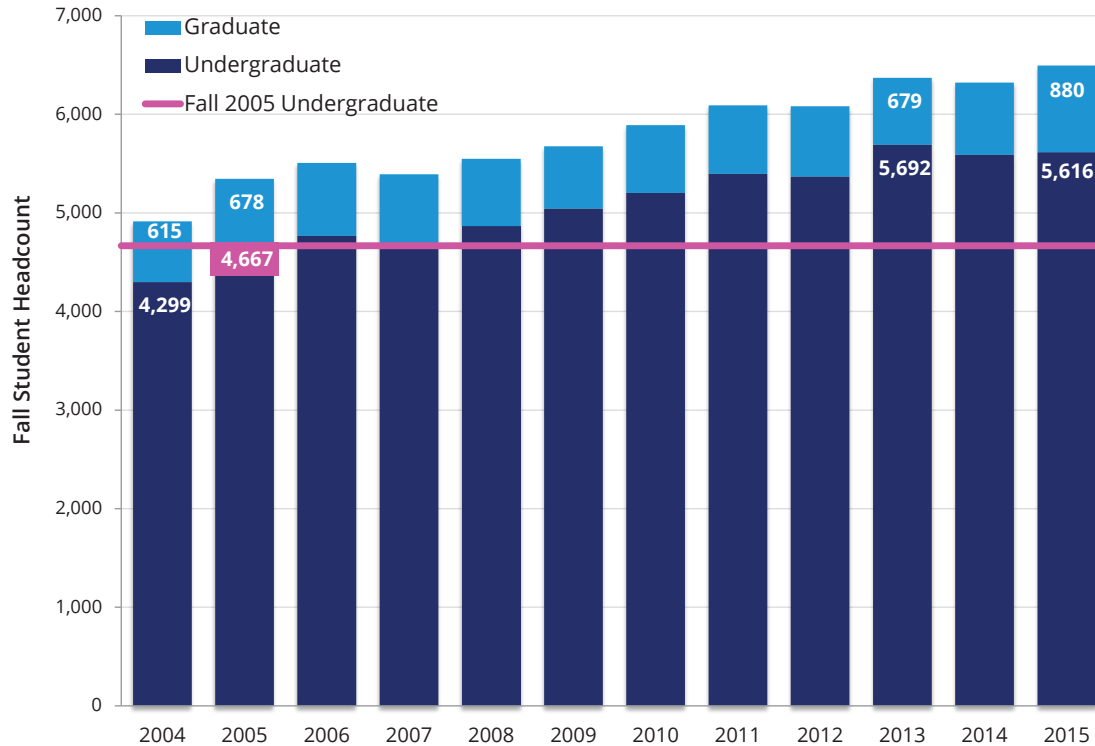
II. STUDENT BODY

ENROLLMENT

Overall Enrollment. Westfield State experienced a steady rise in total enrollment over the past decade (Fall 2005 to Fall 2015). The majority of growth is within the undergraduate population, which grew 20%.

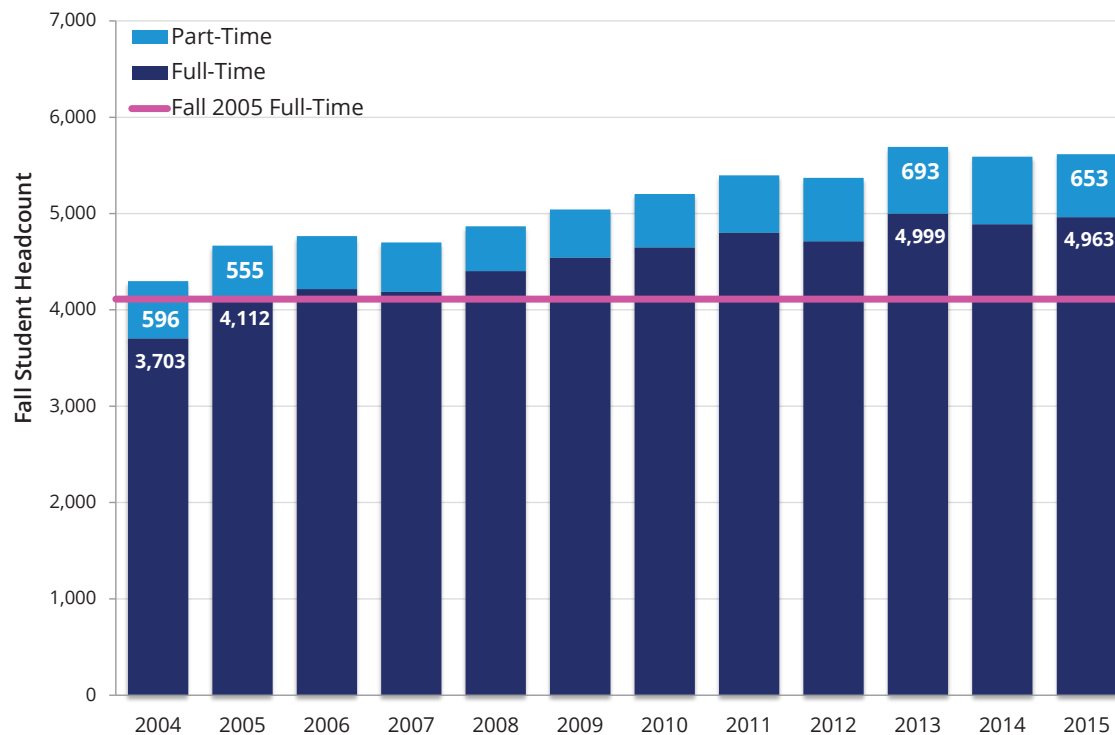
The University's graduate student population is much smaller in numbers, but grew 30% over the past decade. New graduate degree programs, such as the Master of Science in Physician Assistant Studies (MSPA) scheduled to open in 2018 will contribute to this growth; this will be the first public PA program in New England. (See Figure A.)



Figure 8A**Student Enrollment, Westfield State, Fall 2004-2015***Source: Mass DHE 2016*

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 851 students.

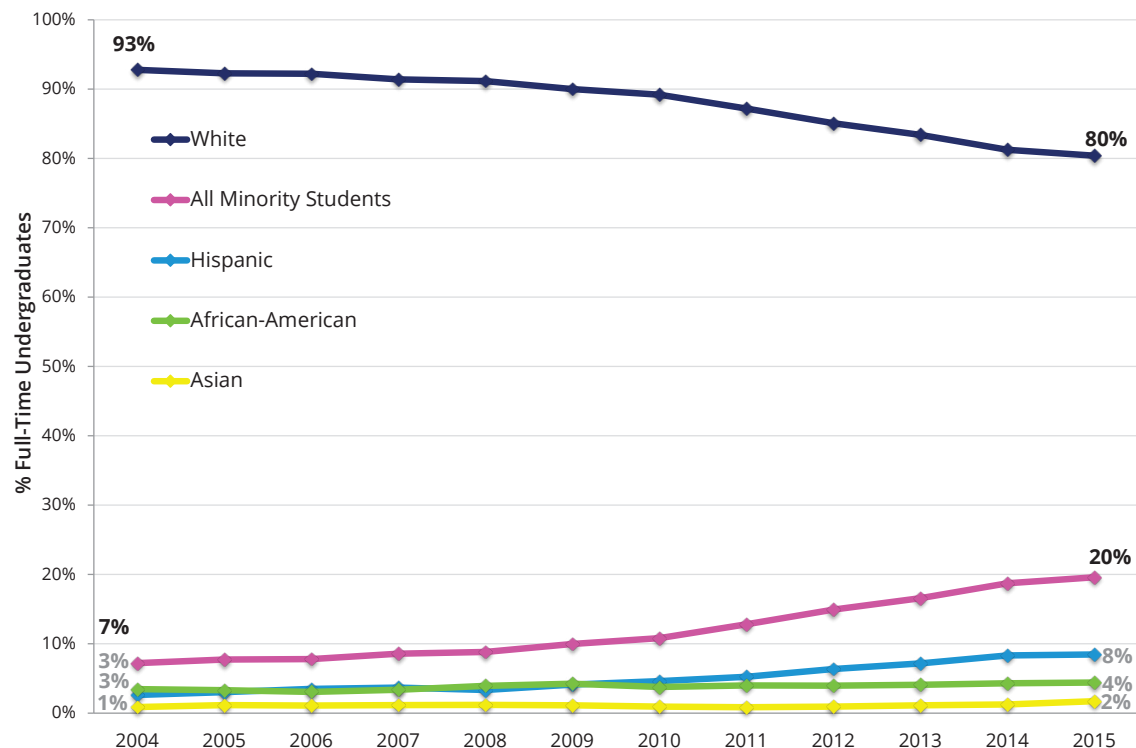
The majority of undergraduate students are *full-time* (Fall 2015: 88%), and this percentage has fluctuated narrowly over the past decade. There are many campus strategies in place to keep full-time enrollment stable, including retention of upper-class students, and special interventions in the residence halls for full-time students at risk. (See Figure B.)

Figure 8B**Undergraduate Student Enrollment by Part-Time/Full-Time Status, Westfield State, Fall 2004-2015***Source: Mass DHE 2016***DEMOGRAPHIC INFORMATION**

Student Body Composition. Of the full-time undergraduate population, 54% are female, 93% are of traditional age (18-24), and 20% are from minority populations. The minority population as a portion of full-time undergraduates has more than doubled over the decade, from 8% in Fall 2005 to 20% in Fall 2015. Westfield State is actively responding to the growth of the Massachusetts Hispanic high school graduate population by instituting initiatives such as bilingual tours, information sessions, and publications to recruit Hispanic students to campus. (See Figure C.)

Figure 8C**Full-Time Undergraduate Enrollment by Race/Ethnicity, Westfield State, Fall 2004-2015**

Source: Mass DHE Special Calculation 2016



Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.³ Westfield State draws 93% of its student body from Massachusetts, 7% from other states, mostly in New England, and about 1% from abroad. In the prior study, with data from Fall 2013, 34% of in-state students came from the towns and cities surrounding Westfield in Hampden County. Westfield administrators point out that more than half of their students come from east of Worcester; they are looking for the New England collegiate environment and are attracted by the beauty of Westfield's campus, as well as its high academic reputation. Although international students do not constitute a significant proportion of total enrollment, the University views international recruitment as a source of future enrollment. A positive by-product of the new international abroad programs for Westfield State students offered during January and May semester breaks is that Westfield students will introduce international students to their home school.

³ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

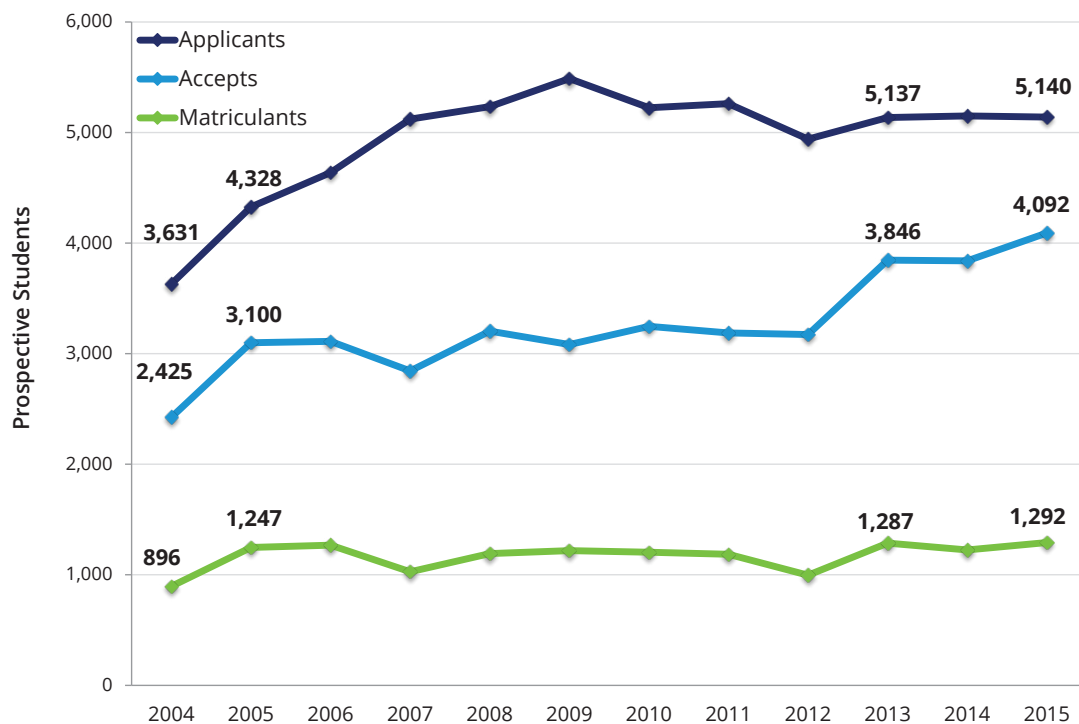
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Completed applications from first-time Freshmen rose 19% since 2005, and have leveled off at over 5,100 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 and have continued at that pace. They have had approximately the same number of accepted and enrolled students since 2013. (See Figure E.)

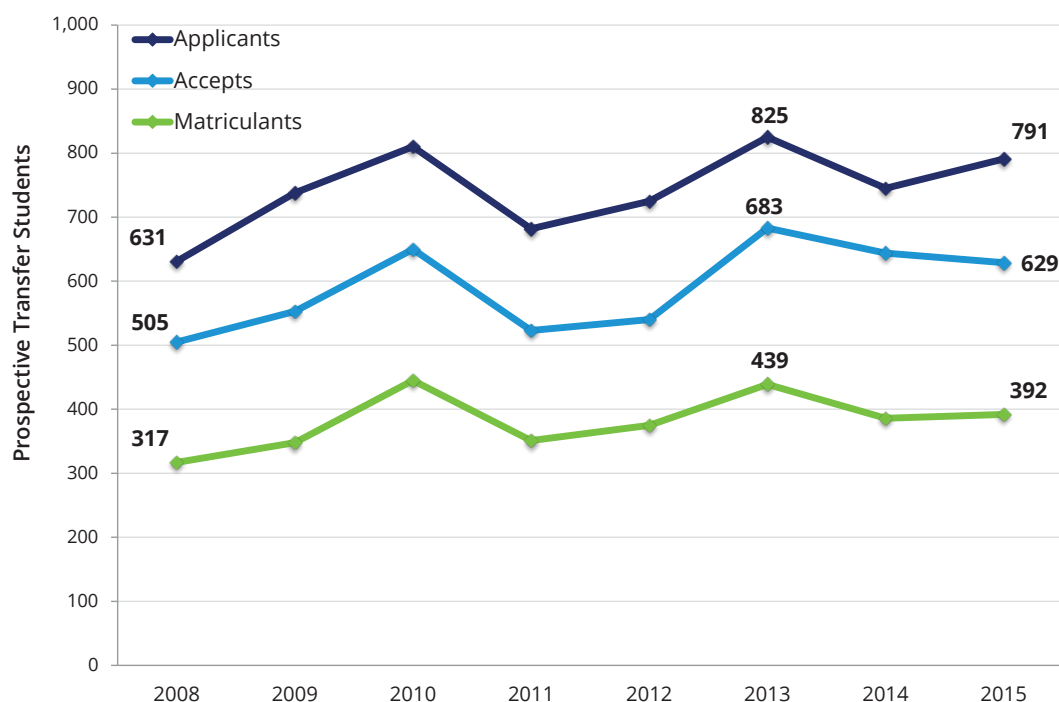
Figure 8E

First-Time Freshman Admissions, Westfield State, Fall 2004-2015

Source: Westfield State University, Summer 2016



Transfer Admissions. After a dip in Fall 2011 and an increase in Fall 2013, the number of transfer applications has decreased minimally and held steady, and transfer matriculants have followed the same pattern. Westfield State has articulation agreements with all of the Massachusetts Community Colleges and participates in the MassTransfer Program, the MassTransfer Tuition Waiver Program, and the \$30,000 Commitment program. (See Figure F.)

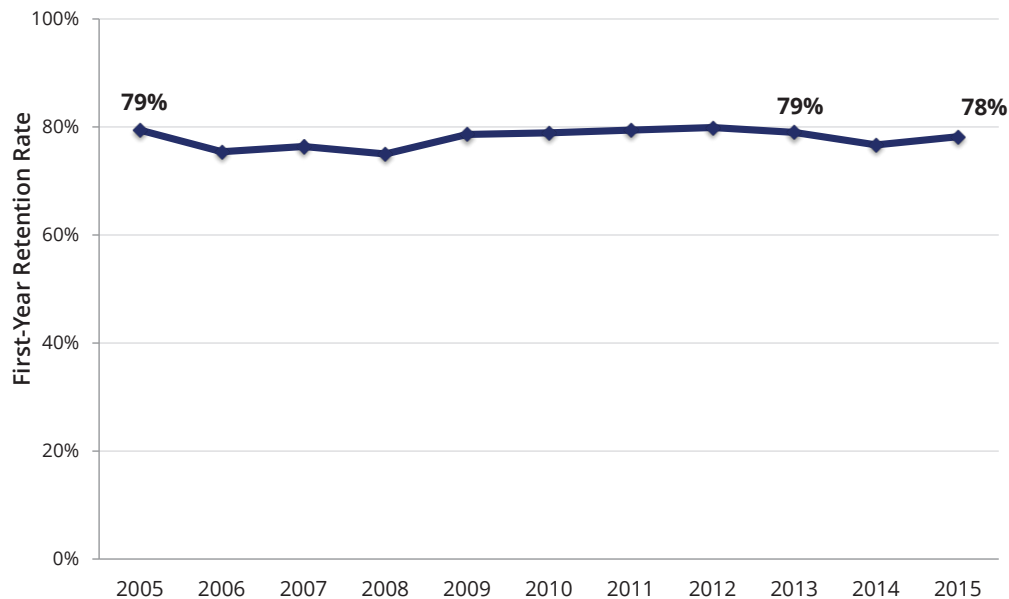
Figure 8F**Transfer Admissions, Westfield State, Fall 2008-2015***Source: Westfield State University, Summer 2016*

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 may decrease their student numbers by about 100 to 150 students due to high school demographics and declining enrollment in community colleges.

Recruitment and Retention. The University is actively focused on recruitment processes that will diversify both the student body and the faculty. A new initiative introduced community-based organization recruiting, working in partnership with organizations such as Boys and Girls Club, YMCA, Upward Bound, and Gear Up. This initiative also included specific Hispanic community organizations.

From Fall 2015 through Fall 2016, 78% of Westfield State's first-time full-time Freshmen persisted into their second year. The retention rate has remained fairly constant since Fall 2010. There are many efforts in place to strengthen the retention rate, including admitting stronger students to begin with, and targeted support for commuter and transfer students. Based on the most recent data from the Cohort of 2008, Westfield State also has the top graduation rate among the State Universities (excluding specialty schools such as MassArt and MMA).⁴ (See Figure G.)

⁴ "State University Six-Year Graduation Rates for First-time Full-time Baccalaureate Degree-seeking Freshmen Cohort," Massachusetts Department of Higher Education Data Center, last modified February 11, 2016, <http://www.mass.edu/datacenter/success/SUSixYearGradRate.asp>.

Figure 8G**First-Time, Full-Time Freshman Retention Rate, Westfield State, Fall 2005-2015****Source: Mass DHE 2016*

* 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;*
- *Community engagement 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;*
- *Faculty programs that allow students to interact with faculty outside the formal classroom setting; and*
- *The Leadership Voyage, an annual fall retreat that provides training, skills development and motivation for dozens of student leaders.*

Each of our in-hall Residential Life staff members provide community-building and educational activities that must satisfy identified student learning outcomes and help students learn, grow, and connect with each other as well as with key institutional departments and resources.

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*
- *Work with International Student Services regarding housing needs for incoming international and exchange students*
- *Work with the Banacos Academic Center, which facilitates services for students with disabilities regarding housing placements*
- *GPA requirements for student staff and student leaders*
- *Faculty assistance with staff training activities*
- *Living Learning Communities in our residence halls, including the following:*
 - **Arts:** *Students with an academic focus in or involvement on campus in the areas of music, dance and theater*
 - **Emerging Leaders:** *Students who actively pursue and/or are actively involved in leadership opportunities/programs on campus*
 - **Global Awareness:** *Students with a passion for travel, languages, and/or global experiences (Study Abroad, National Student Exchange, The Washington Center Internship Program, Disney Exchange, International Program students)*
 - **Honors Program:** *Students currently enrolled in the Honors Program*
 - **Law & Society:** *Students with an academic focus in or involvement on campus in the areas of criminal justice, political science and legal studies*
 - **Paving the Way:** *First-year, transfer, and first-generation students with interest in receiving additional programming and resources from departments including, but not limited to, Urban Education and TRiO*
 - **Scientific Connections:** *Students with an academic focus in or involvement on campus in the areas of science, biology, mathematics and movement science*
 - **Teachers of Tomorrow:** *Students with an academic focus in or involvement on campus in the areas of education and teaching.*
- *Carlton Pickron, Vice President, Student Affairs, and Jon Conlogue, Executive Director, Residential Services and Campus Life, Westfield State University, July 2016*



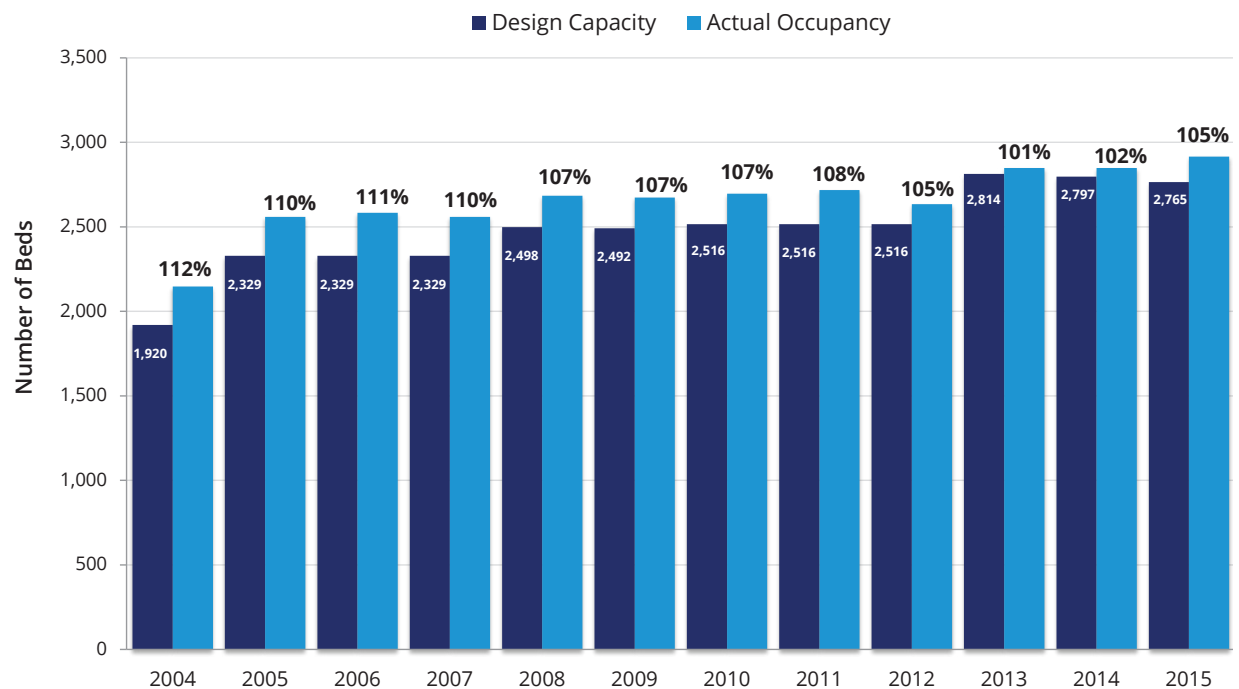
DEMAND

The University currently houses nearly 3,000 full-time undergraduate students and, with the addition of University Hall in Fall 2013, has reached its goal of housing 60% to 62% of full-time undergraduate students. After University Hall opened in 2013, the occupancy rate fell, but has since risen again to well over 100%, with projections remaining over 100% for Fall 2016. One contribution to the high occupancy rate is the high number of Juniors and Seniors continuing to desire on-campus housing. Going forward, Westfield State anticipates that the popularity of the new Living-Learning communities will also contribute to high housing demand. (See Figure H.)

Figure 8H

Housing Occupancy, Westfield State, Fall 2004-2015

Source: MSCBA, Summer 2016



Lounges. In the past, Westfield State needed to use residence hall lounges as classroom space, but that pressure has abated with the opening of new campus academic buildings. The recent renovations of Davis and Dickinson have also added much welcomed common spaces.

Bathrooms. Westfield State has done some adaptations, and now feels that it has adequate private gender neutral bathrooms in residence halls and in most academic buildings.

Veterans. Westfield State has been identified as a 'veteran-friendly' campus. The campus has had an increase in undergraduate students who are veterans, and, for the first time, there are several veterans in campus housing. Students who need 12-month housing, however, must continue to look to the community for options.

Graduate Students. With the development of full-time graduate programs such as the MSPA, there may be some graduate students who are interested in campus housing.

Summer Housing. Westfield State continues to increase the number of in-residence summer groups greatly over the past five years, which provides revenue for housing repairs. There is not much demand for year-round housing for traditional Westfield State students. However, the University would like to be able to provide year-round housing for the small but growing group of students who are Independent Students or do not have a home to return to in the summer.

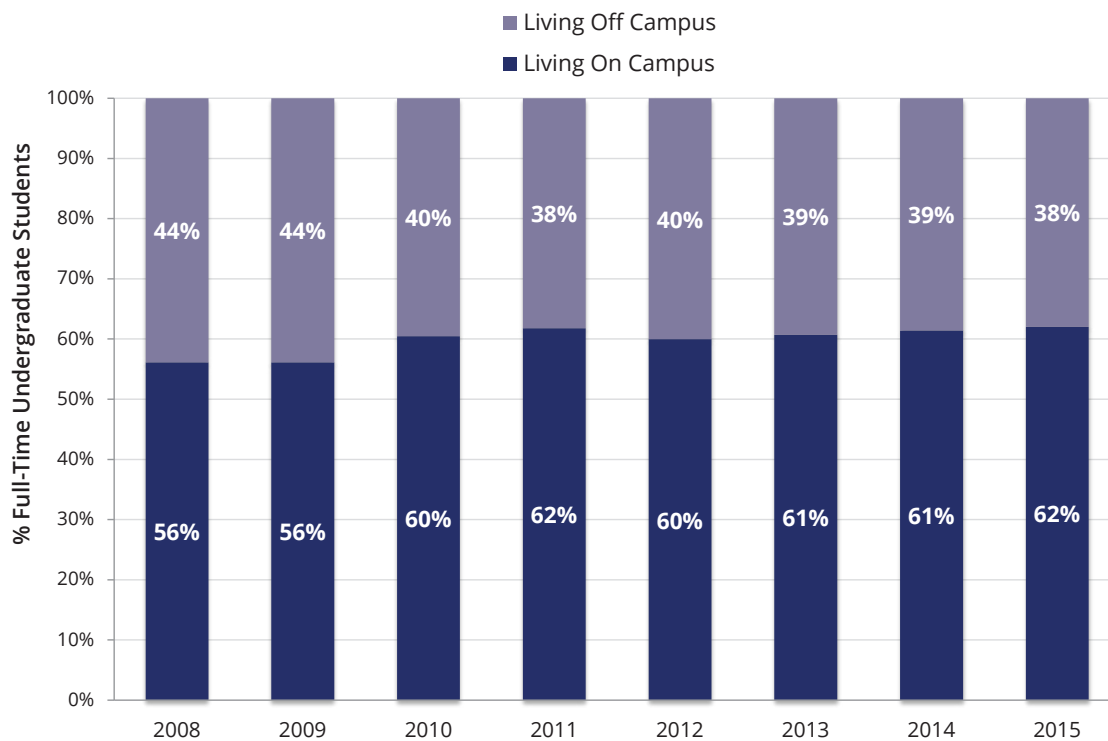
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. Between Fall 2008 and Fall 2013, the percentage of full-time students in on-campus housing increased from 56% to 61%, and in Fall 2015, to 62%. (See Figure I.)

Figure 8I

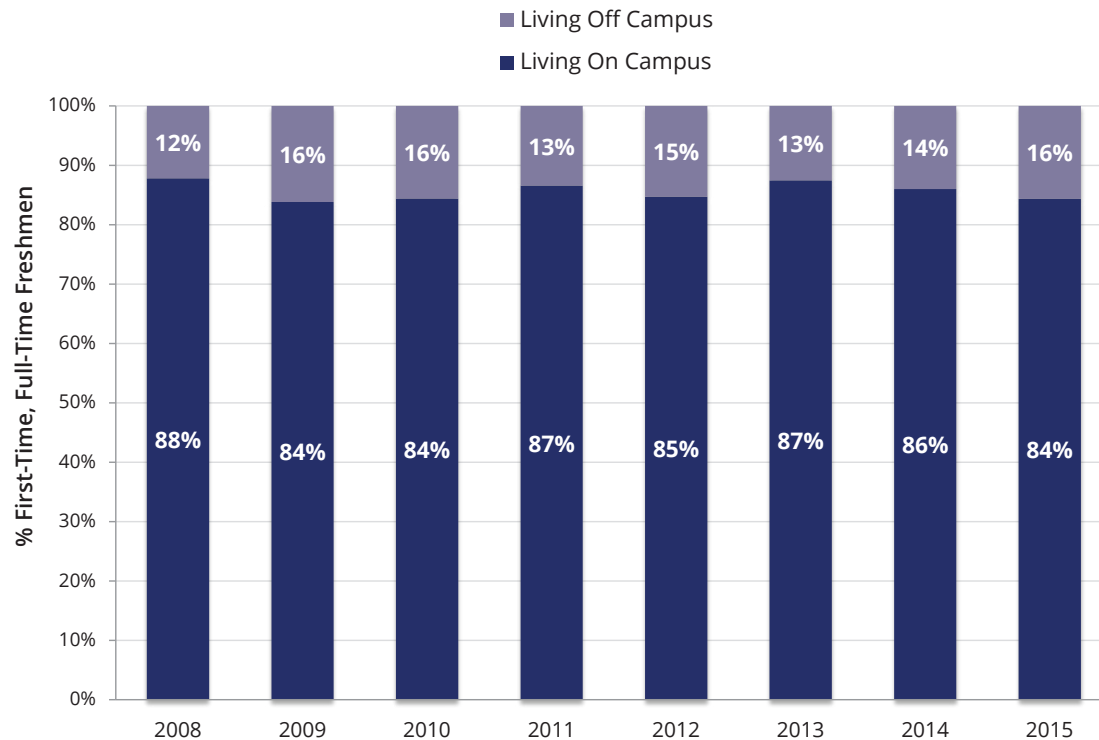
Housing Situation of Full-Time Undergraduate Students, Westfield State, Fall 2008-2015

Source: Westfield State University, Summer 2016



*First-Time, Full-Time Freshmen.*⁵ The percentage of first-time, full-time Freshmen living in on-campus housing has decreased in the past two years, from 87% in Fall 2013, to 84% in Fall 2015. (This is an absolute change of 31 students.) While Westfield State has no housing requirement, first-year students who submit their housing materials on time are guaranteed housing. (See Figure J.)

⁵ '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 Freshman status based on credits.

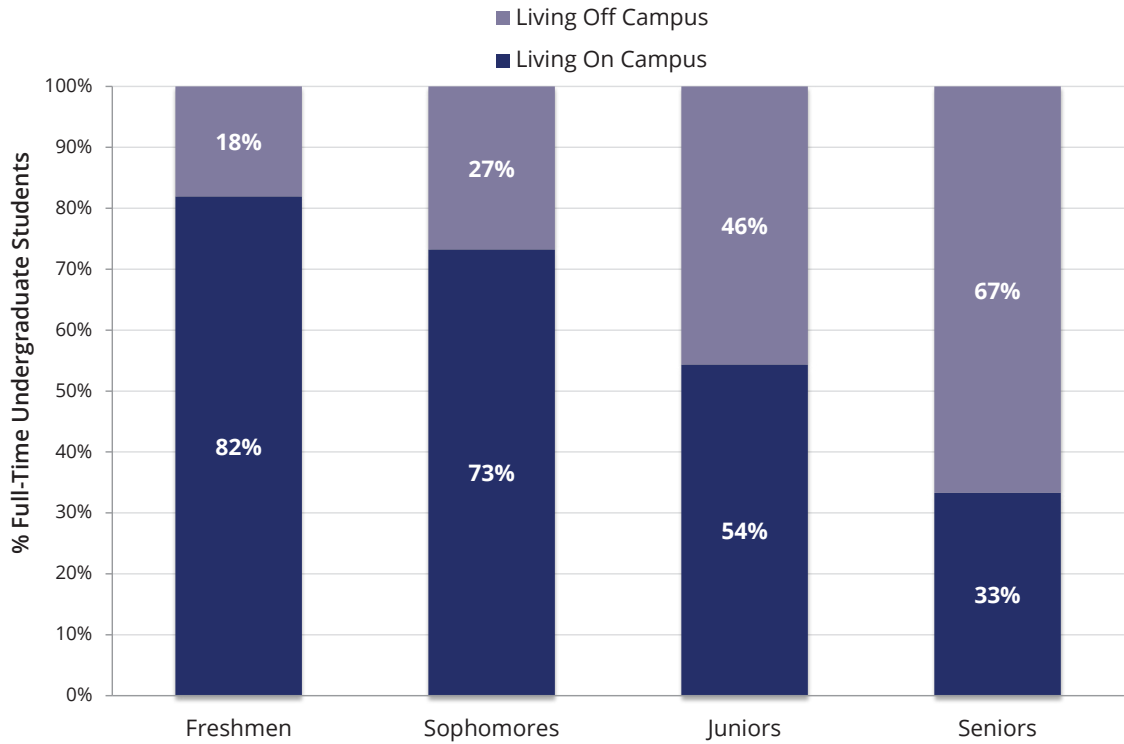
Figure 8J**Housing Situation of First-Time, Full-Time Freshmen, Westfield State, Fall 2008-2015***Source: Westfield State University, Summer 2016*

Full-Time Undergraduates by Class. The percentage of full-time undergraduates living on campus in Fall 2015 is lower for each subsequent class, but it is notable that about half (54%) of full-time Juniors and about one-third (33%) of full-time Seniors choose to live on-campus. (See Figure K.)

Figure 8K

Housing Situation of Full-Time Undergraduate Students by Class Year, Westfield State, Fall 2015

Source: Westfield State University, Summer 2016



HOUSING PORTFOLIO: UPDATES

The housing portfolio has not changed since the 2014 update; by bed type, in Fall 2015, 61% of beds are traditional, 15% of beds are suite-style, and 24% are apartments. Westfield State administrators note that it is important to retain a significant number of traditional rooms as they are the most cost-effective option.

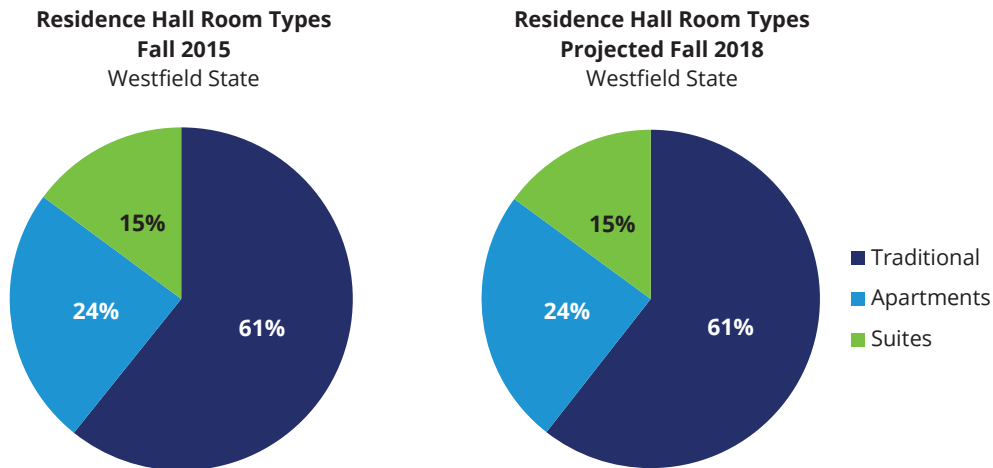


A complete listing of all Westfield State residence halls, including information on construction and renovation dates, square footage, and room styles, is included in the Appendix. (See Figure L.)

Figure 8L

Residence Hall Room Types, Westfield State

Source: MSCBA, Summer 2016



FALL 2016 RENTAL CONTEXT

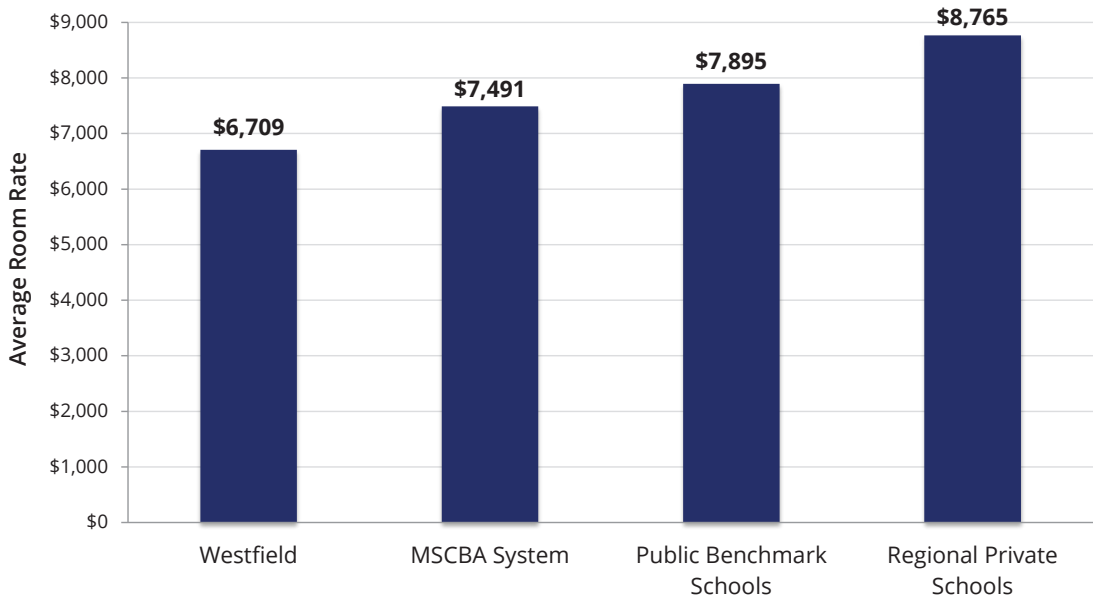
Overall Cost. The average cost of on-campus housing at Westfield State is \$6,709 per year. This average cost is lower than all of its benchmarks: 10% lower than the MSCBA average rent, 15% lower than the public benchmarks, and 23% lower than regional private universities (comparable to the 2014 update). (See Figure M.)



Figure 8M

Average Room Rate, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



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.

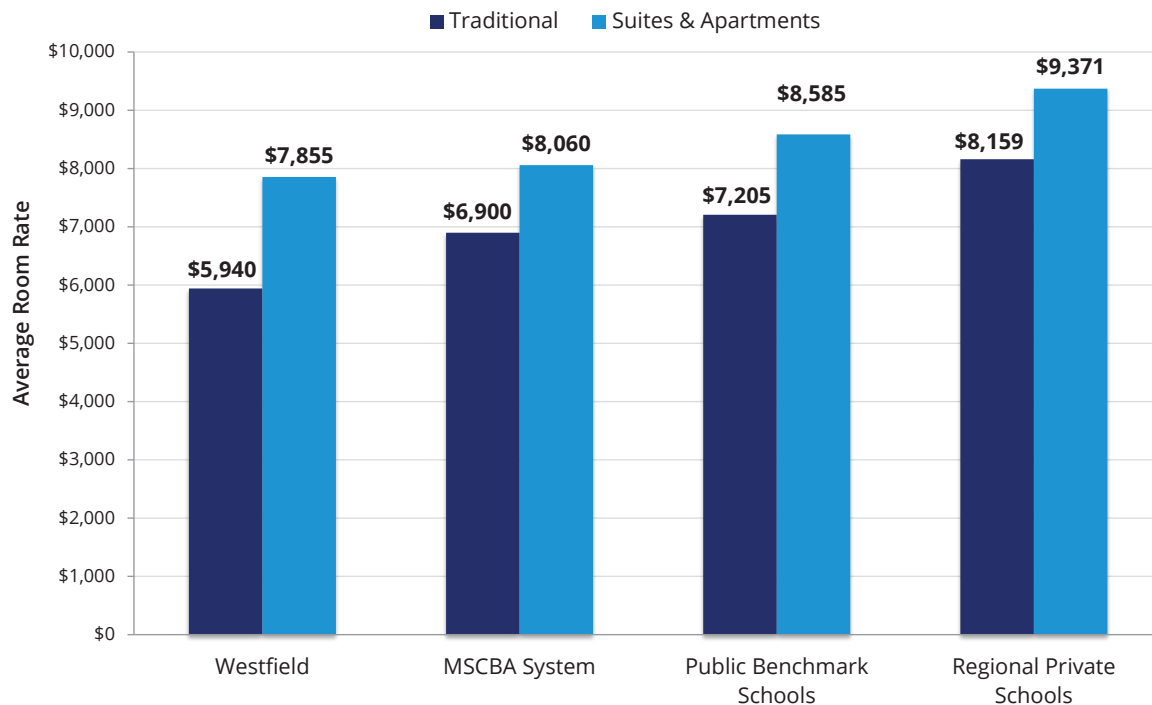


On-Campus Suites and Apartments. On-campus suites and apartments are 32% more expensive than on-campus traditional housing. Rents for both on-campus housing options are lower than the average corresponding costs across the MSCBA, public benchmarks, and regional private schools. All of these comparisons are consistent with the 2014 update. (See Figure N.)

Figure 8N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016



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 14% lower than off-campus rents in the area surrounding Westfield State; however, on-campus suites and apartments are 13% higher than off-campus rents (comparable to the 2014 update). 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.

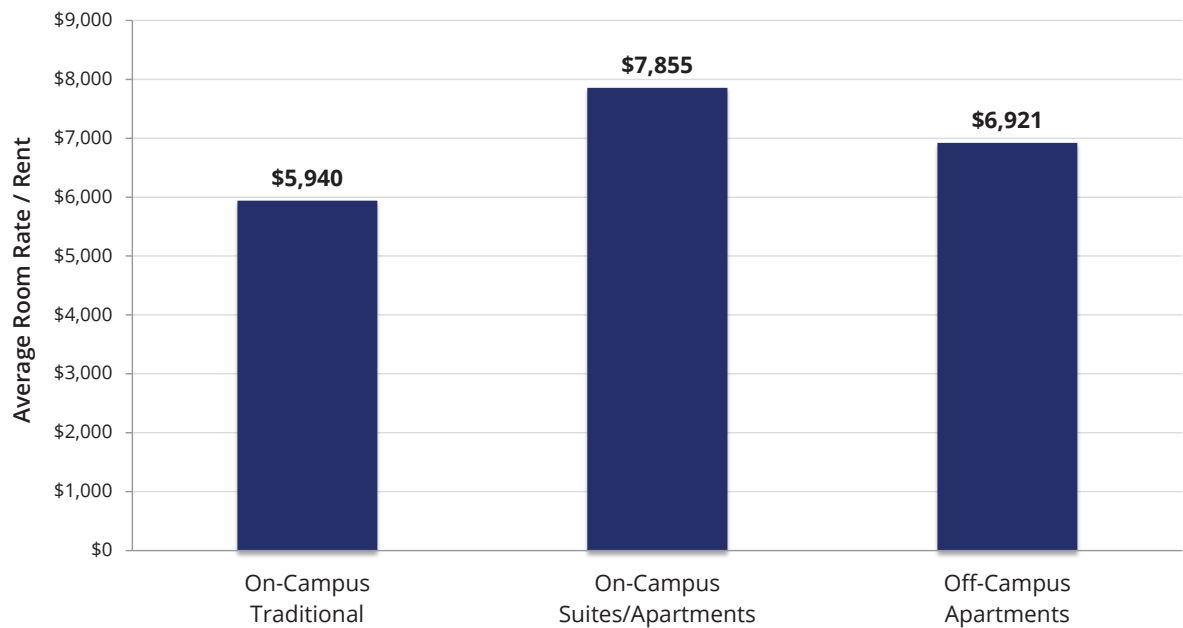
Even though costs for some on-campus housing choices are higher than off-campus, there is still high demand for on-campus housing due to the limited availability of off-campus units. (See Figure O.)

Recently, some private off-campus options have opened near campus; the apartments at Courthouse Square houses about 70 to 80 Westfield State students, as well as students from other colleges. Westfield State regularly refers students to these apartments, and has expanded the campus shuttle to that area.

Figure 80

Average On-Campus Room Rate and Off-Campus 10-Month Rent, Westfield State, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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: UPDATES

Westfield State completed its Strategic Plan in 2012, which is summarized in the MSCBA’s 2014 Strategic Plan Update.

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.

2014-2016: Projects Completed

Davis Hall	Floor Plan Reconfiguration, Bathroom Replacement	\$6,911,6250
Dickinson Hall	Floor Plan Reconfiguration, Bathroom Replacement	7,650,000
Lammers Hall	Roof and MUA System Replacement	950,000

2016: Projects Underway

Davis Hall	Elevator Addition, Student Lounges	5,535,000
Davis Hall	Electrical Infrastructure	600,000

2016 and Beyond: Future Projects Anticipated

Dickinson Hall	Elevator Addition, Student Lounges	5,500,000
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INITIATIVES

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

CURRENT HOUSING INITIATIVES

Both Davis and Dickinson Halls require elevators and student lounges; these projects are underway or under discussion.

Living Learning Communities. In Fall of 2015, Westfield State introduced 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.

POTENTIAL HOUSING INITIATIVES

Residence Halls. While Lammers Hall has had significant renovation in the past three years, its appearance is dated in contrast to its neighboring building, University Hall, which opened in 2013. University administrators would like to improve the exterior and interior of Lammers.

The lower level of Scanlon Hall has been reclaimed and is now used for storage. An elevator is needed to optimize the storage space. The University still has the challenge of needing a place to store additional residence hall furniture.

Technology. Technology needs continue to influence housing in many ways. Due to continuing problems with cell reception, Westfield State is working with both the State and the MSCBA to find a way to install landlines. (Better connectivity is needed in all campus buildings, not only the residence halls.)

Recently, Westfield State has begun conversations about creating an enhanced computer lab for science majors. One possibility is to convert a residence hall lounge for this purpose.

Off-Campus Housing. The University currently houses approximately 200 of its students off-campus in apartments at Lansdowne Place. As the lease with Lansdowne will expire in 2021, the University has begun planning for the students accommodated there. 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.

POTENTIAL CAMPUS INITIATIVES

Parking. With some recent acquisitions of parking and reclaiming of parking spaces lost due to construction, the campus now has sufficient parking. The University continues to discuss relocating parking from the inner campus to the perimeter of campus at some point in the future.

Dining. In a major transition, the University has become in 2016 a self-operational dining campus. Currently, the goals for the new dining operation are mission and service related, providing quality sustainable and local food options and delivering better service, including expanded hours. The University is monitoring the dining operation for seating needs.

Athletics. Westfield State has a revenue-generating grass field that they would like to turf. In the next two to three years, they feel that their athletic facilities will need renovation in order to sustain and even increase the revenue they produce.

The fitness facility in the Campus Center is beginning to develop space issues. The University is looking into options for expanding the fitness facility, or making better use of the space.

Campus Green. The University takes pride in its beautiful campus green; students have recently raised money for a new globe to be placed in the middle of the green. However, campus administrators would like to see the entire green receive improvements and enhanced maintenance.

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. The University is now focused on implementing an extensive Living-Living program within housing with residential programs and common spaces that will provide this experience. Any renovation of residence halls, including adding enriched programming and new common 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. The University is also preparing to think about non-traditional populations who may have housing needs, such as veterans and full-time graduate students.



WORCESTER STATE UNIVERSITY



WORCESTER STATE UNIVERSITY

2015 FAST FACTS SUMMARY

ENROLLMENT

Total Enrollment	6,306
Undergraduate Student Enrollment	5,514
Full-Time Enrollment	4,117
Part-Time Enrollment	1,397
Graduate Student Enrollment	792

GEOGRAPHIC DISTRIBUTION OF FULL-TIME UNDERGRADUATE STUDENTS

From Massachusetts	95%
From Out-of-State	4%
From Abroad	1%

DEMOGRAPHIC INFORMATION OF FULL-TIME UNDERGRADUATE STUDENTS

Traditional Age (18-24)	89%
Male	41%
Female	59%
Minority <i>Students with Known Race/Ethnicity</i>	25%
Asian	5%
Black	7%
Hispanic	9%

ACADEMIC MEASURES

Percent Transfer Students <i>All Degree-Seeking Undergraduates</i>	42%
Retention Rate <i>First-Time, Full-Time Undergraduates</i>	77%
6-Year Graduation Rate, 2008 cohort <i>First-Time, Full-Time Undergraduates</i>	53%

HOUSING

Percent Housed <i>Full-Time Undergraduates</i>	29%
Housing Target <i>Full-Time Undergraduates</i>	50%
Occupancy Percent	97%
Design Capacity	1,577
Actual Occupancy	1,530

RENTS

Average On-Campus Rent, Fall 2016	\$7,922
Average Off-Campus Rent, Fall 2016	\$9,406
Average Public Benchmark Schools Rent, Fall 2016	\$8,008
Average Regional Private Schools Rent, Fall 2016	\$8,605
Average MSCBA System Rent, Fall 2016	\$7,491

Map 9A

Campus Map - Worcester State



- Potential Housing
- Existing Housing
- Academic



I. CAMPUS BACKGROUND

CAMPUS ACADEMIC HISTORY: UPDATES

Since the 2014 update, the campus notes the following changes:

- Student Center 3rd Floor renovation to include a late-night dining concept, confidential counseling center, and student organization suite.
- Worcester State underwent a comprehensive five-year Strategic Planning Process: *Strategic Plan Vision 2020*.
- Worcester State's Class of 2015: 91% were either employed or in graduate school within 6 months of graduation.
- Worcester State has met the graduation rate set by the DHE.
- Added two new majors: Liberal Studies and Mathematics for Elementary Education.
- Added 17 full-time, tenure-track faculty positions.
- Campus Wellness Center opening Fall 2016.

CAMPUS PHYSICAL DEVELOPMENT: UPDATES

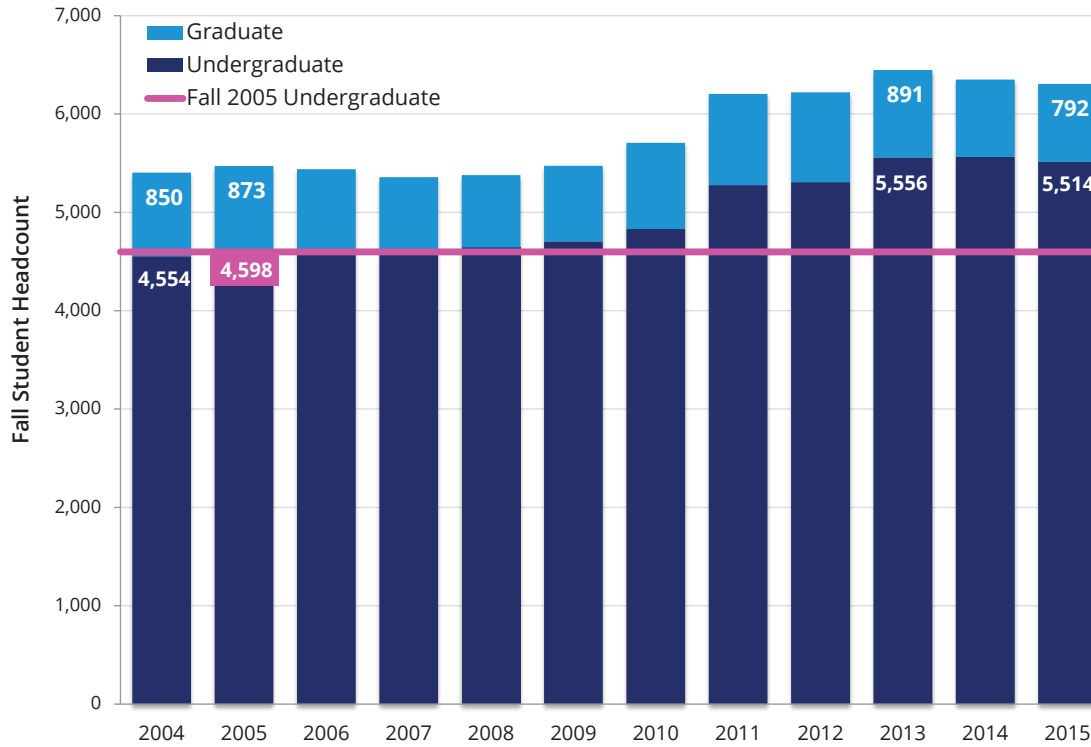
- Opened Sheehan Hall in 2014, a 400-bed residence hall.
- Sheehan Hall also provides a 600 dining seat, full-service dining hall.

II. STUDENT BODY

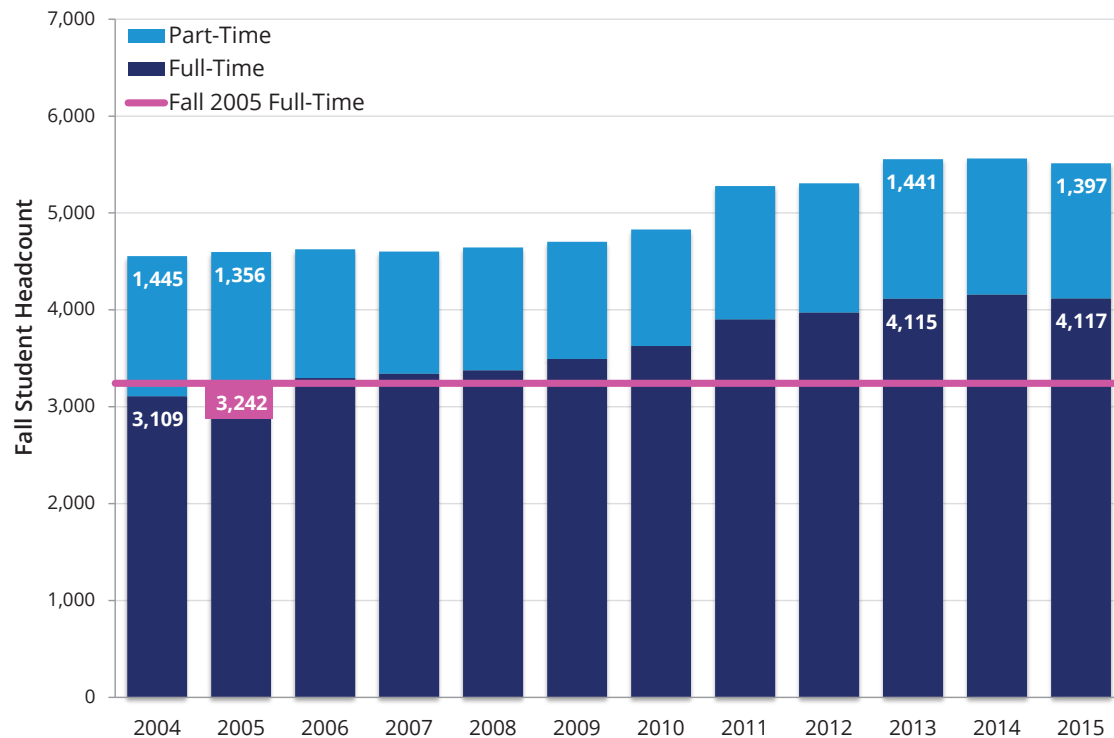
ENROLLMENT

Overall Enrollment. Worcester State's Fall 2015 overall enrollment of 6,306 students is somewhat lower than its 2013 all-time high, yet still 15% higher than it was 10 years ago in Fall 2005. During the last decade, the undergraduate population increased by 20%, or more than 900 students. The graduate student population has declined by 9% over the decade. (See *Figure A*.)

Worcester State anticipates little or no future growth at the undergraduate level; there are no plans to increase the number of first-year students, but there is a desire to increase the number of transfer students, if possible. In order to keep the undergraduate population level in the face of challenging regional demographics, Worcester State will continue to focus on strengthening student retention.

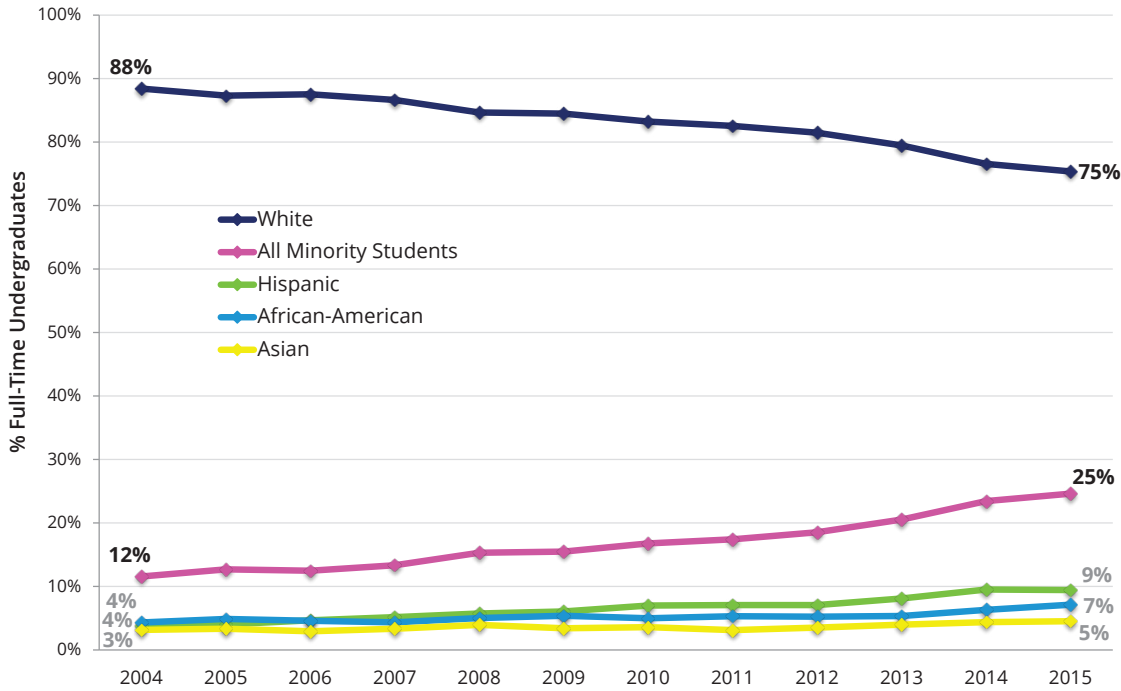
Figure 9A**Student Enrollment, Worcester State, Fall 2004-2015***Source: Mass DHE 2016*

Undergraduate Enrollment. In Fall 2015, Worcester State enrolled 5,514 undergraduate students. The number of full-time undergraduates grew 27% over the past decade (875 students), while the part-time population stayed about the same. Despite statewide projections that showed a long-term decline in the size of the undergraduate student body, the full-time undergraduate population size has remained the same from Fall 2013 to Full 2015. The proportion of undergraduate students who were full-time began to grow in 2009 and now fluctuates between 74% and 75%, a somewhat lower proportion compared to most other State Universities. (See Figure B.)

Figure 9B**Undergraduate Student Enrollment by Part-Time/Full-Time Status, Worcester State, Fall 2004-2015***Source: Mass DHE 2016***DEMOGRAPHIC INFORMATION**

Student Body Composition. Traditional-aged students (18-24) constitute the majority of Worcester State's full-time undergraduate enrollment, at 89%. In Fall 2015, 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 25% in Fall 2015. The proportion of full-time undergraduates who are Hispanic has more than doubled over the past decade, from 4% to 9%. (See Figure C.)

Figure 9C**Full-Time Undergraduate Enrollment by Race/Ethnicity, Worcester State, Fall 2004-2015***Source: Mass DHE Special Calculation 2016*

Note: In each year, the 'All Minority Students' percent includes African-American, Asian, and Hispanic students (data for those three populations shown in figure above), as well as Native American / Alaskan Native students, and students of two or more races (data for those two populations not shown in figure above).

Geographic Distribution.¹ Worcester State draws 95% of its full-time undergraduate student body from Massachusetts, 4% from out of state, and 1% from abroad. In Fall 2013, 70% of the full-time undergraduates came from Worcester County. The University maintains a goal to increase the number of international students, and has recently begun working with an international recruiting agency.

¹ Map B and Figure D of the 2014 update have been omitted from the 2016 update, as the geographic distribution of students tends not to change rapidly over time. This topic will be reexamined in the 2018 update.

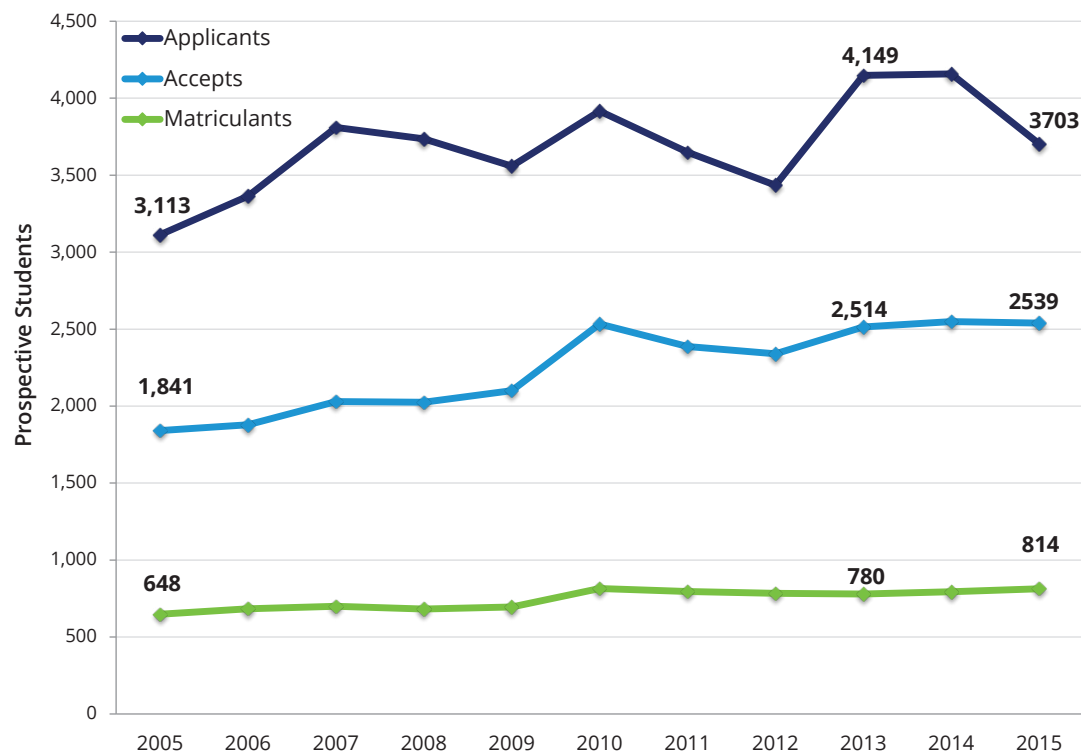
UNDERGRADUATE ADMISSIONS

First-Time Freshman Admissions. Worcester State's first-time Freshman applications rose significantly throughout the decade, peaking in Fall 2013. In Fall 2015, Worcester State had 3,703 first-time Freshman applications. The number of first-time Freshman matriculants grew 26% throughout the decade, and in Fall 2015, 814 are enrolled. (See Figure E.)

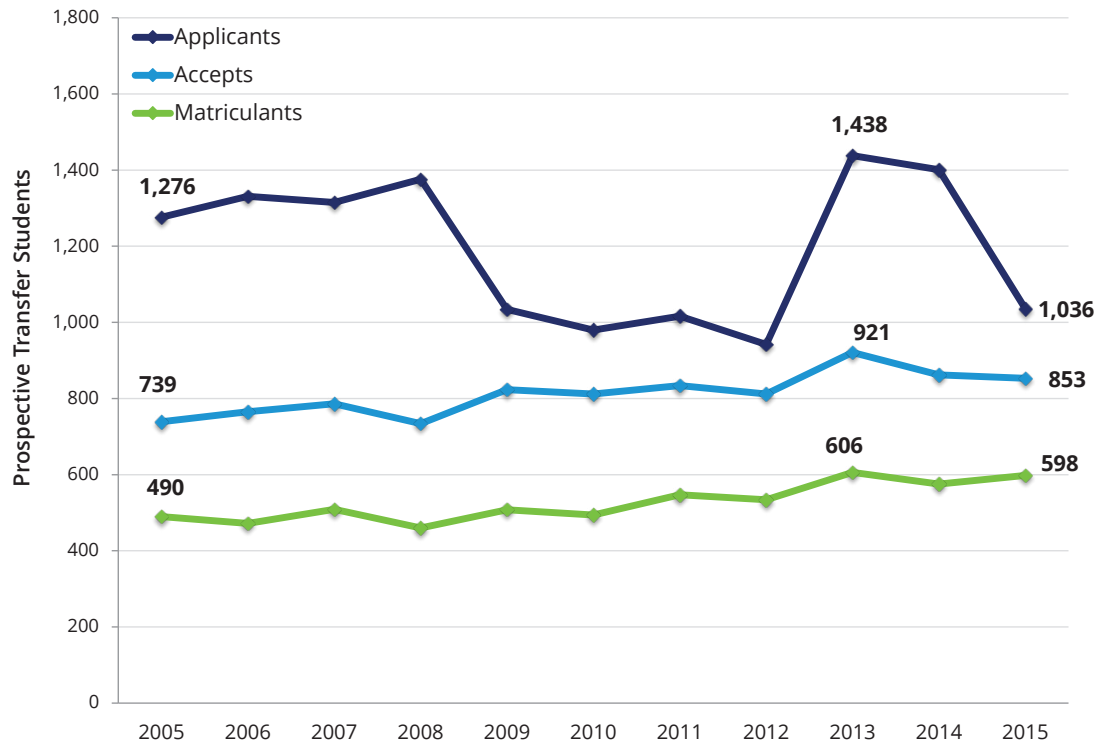
Figure 9E

First-Time Freshman Admissions, Worcester State, Fall 2005-2015

Source: Worcester State University, Summer 2016



Transfer Admissions. After several years of decline, the total number of transfer applications strongly increased in Fall 2013 to 1,438 and has since decreased to 1,036 in Fall 2015. The number of enrolled transfer students has been on an upward trajectory throughout the decade, but has varied from year to year. The University has many transfer agreements, and participates in the MassTransfer program. (See Figure F.)

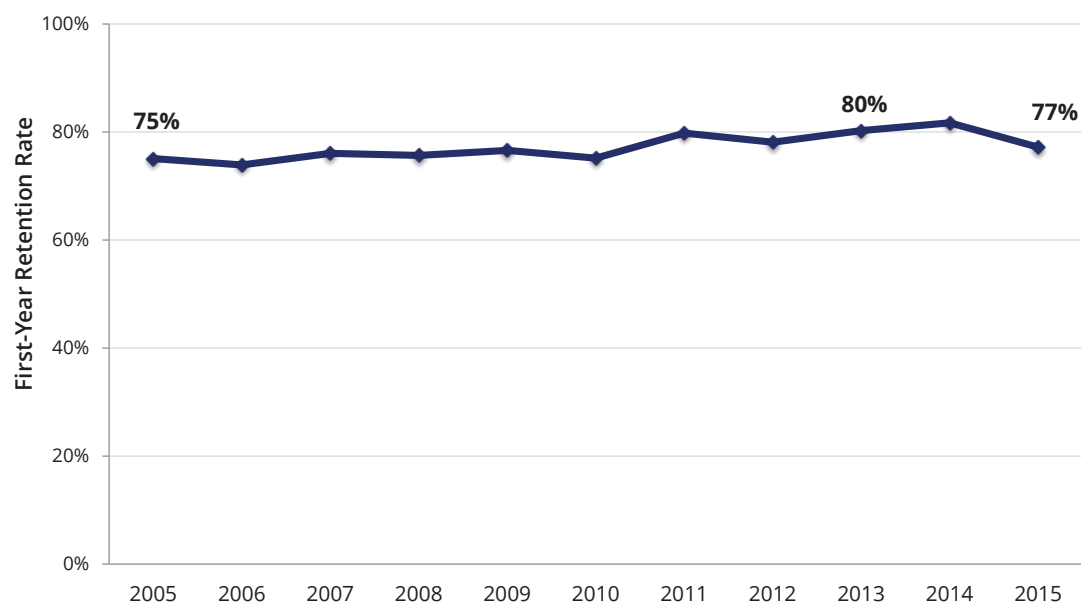
Figure 9F**Transfer Admissions, Worcester State, Fall 2005-2015***Source: Worcester State University, Summer 2016*

Recruitment and Retention. From Fall 2005 to Fall 2014, Worcester State's retention rate increased by 7% points, from 75% to 82%. In Fall 2015, the retention rate declined to 77%, but University administrators are optimistic that their efforts will raise the rate in future years. In 2012, the University initiated a campus-wide Succeed in Four campaign as one of their strategies to improve persistence. The program raised awareness around full-time credit, established an urgent book fund, supported a redesign of the student referral sheet, developed an electronic early alert system, and coordinated welcome information at the start of each term. In 2015, Worcester State hired two part-time success coaches and utilized 30 volunteers to work with students during their first year at the University. The six-year graduation rate is 53%.

In addition to implementing academic and administrative programs, Worcester State addressed the issues of recruitment and retention through the construction of the new housing at Sheehan Hall. In the past, Worcester State found that students placed on a housing waitlist were less likely to choose to attend (measured both through lower yield and higher admissions 'melt'). Administrators feel that Sheehan Hall and other new campus buildings, such as the Wellness Center, provide facilities and programs that appeal to students and help with recruitment. (See Figure G.)

Figure 9G**First-Time, Full-Time Freshman Retention Rate, Worcester State, Fall 2005-2015***

Source: Mass DHE 2016



* 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 opened a new residence hall (Sheehan) for the Fall 2014 semester, adding 400 beds to the campus. The campus has transitioned from a largely commuter school to one with a significant portion of resident students: the residential population in 2000 was less than 20%, and today it is over 40%.

The additional beds addressed a waiting list we had experienced for several years, and allows 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 is actively working to consistently fill all of its resident housing and currently has no plans to increase the on-campus housing population in the near future. 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, August 2016

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. Previously, incoming students were guaranteed two years of housing, but, with the opening of Sheehan Hall, a three-year guarantee is now offered. During the 2016-2017 year, Worcester State will have their first opportunity to assess whether a significantly larger number of rising Juniors will elect to stay in housing.

In order to ensure full occupancy in its housing, the University has made housing available to populations beyond the traditional undergraduate students. Housing is open to applications from Worcester State graduate students, and also to students at neighboring Quinsigamond Community College.

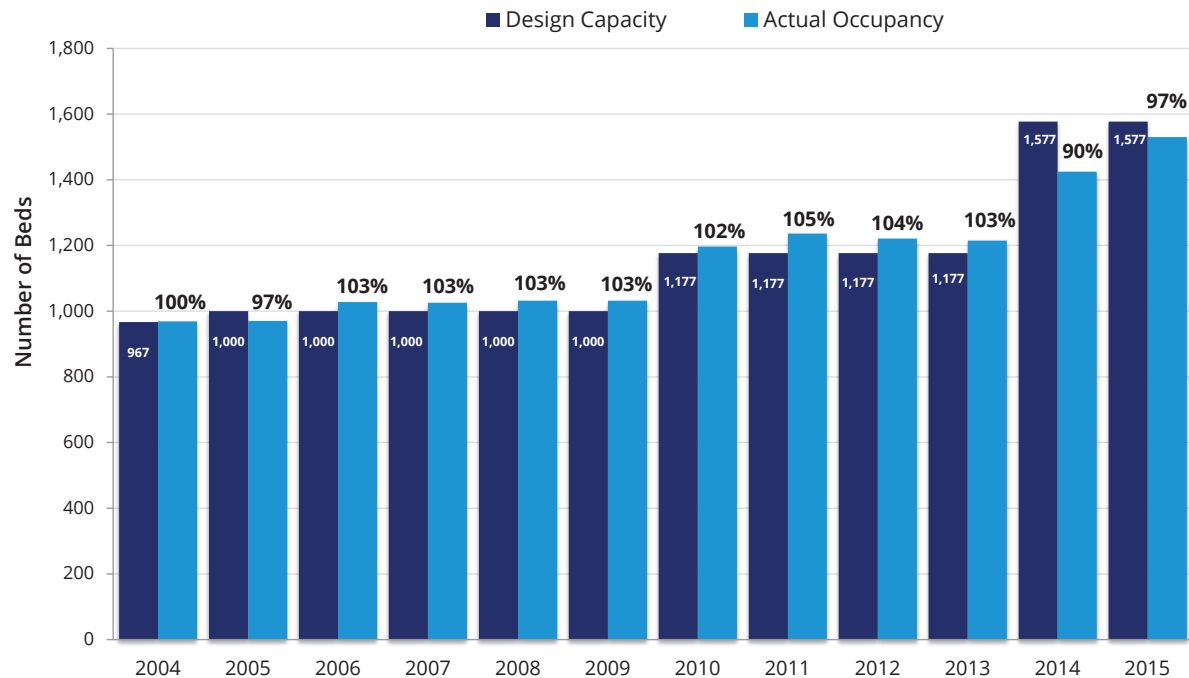
Student Affairs has incorporated programming with a focus on diversity and inclusion that will engage students and encourage them to live on campus.

Similar to other State Universities, 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. The University had anticipated that Sheehan Hall would not be full upon opening, and due to this, overall occupancy of University housing was 90% in Fall 2014. In Fall of 2015, occupancy rose to 97%. (See Figure H.)

Figure 9H**Housing Occupancy, Worcester State, Fall 2004-2015**

Source: MSCBA, Summer 2016



Summer Housing. Summer housing is available to Worcester State students while summer classes are in session. Worcester State residence halls are also heavily used in the summer by conferences, summer research programs, camps, and bridge programs. The summer of 2016 had slightly fewer camps, but the University is actively seeking new summer groups to take advantage of the spaces and programs now offered at the new Wellness Center. A strong summer is planned for 2017.

Other Housing Topics. In Fall 2013, the University instituted upperclass honors housing; in Fall 2014, Sheehan Hall hosted several Living-Learning Communities, and provided common spaces for use by the entire student body, in addition to its own residents. In Fall 2015, the University instituted many new Living-Learning Communities, including the high impact Living-Learning service program, Community and Leadership Experience at Worcester State (CLEWS), which was developed specifically to aid with persistence.

Working with the MSCBA, the University will be changing signage on bathrooms within housing. Currently, the University offers gender-inclusive apartments, (housing in which students can have a roommate of any gender), and is investigating whether to offer gender-inclusive rooms.

The University has had only a few requests for emotional support animals within the residence halls, but anticipates an increase in the future.

A new apartment complex in Worcester, The Edge, is being marketed to students from all universities in the area. Similar to college housing, The Edge offers a rental package which is inclusive of utilities and cable.

Campus officials note that there is an ever-increasing need for Wi-Fi bandwidth and for tech-enhanced meeting spaces. On the other hand, students have indicated that traditional amenities, such as whiteboards, are both sufficient and even preferred for small-group meeting rooms.

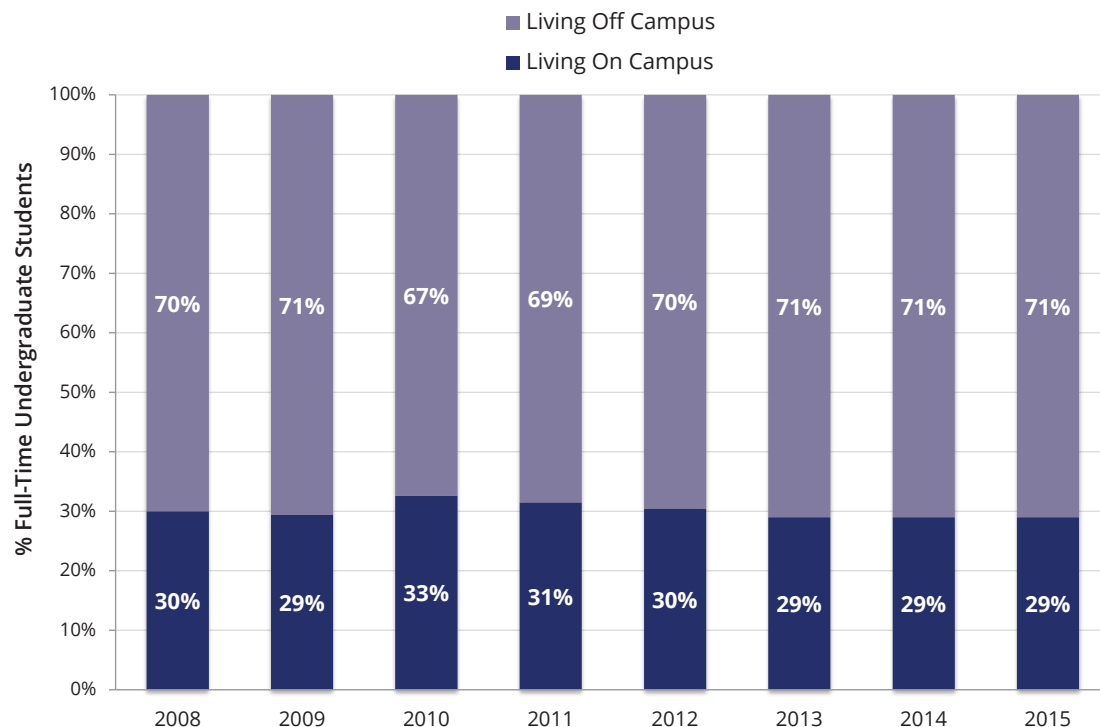
ON-CAMPUS STUDENT HOUSING PROFILE

Full-Time Undergraduates. The percentage of full-time undergraduates living on campus has remained fairly constant over the last five years; in Fall 2015, 29% of the 4,094 full-time undergraduate students live on campus. (See Figure 1.)

Figure 91

Housing Situation of Full-Time Undergraduate Students, Worcester State, Fall 2008-2015

Source: Worcester State University, Summer 2016

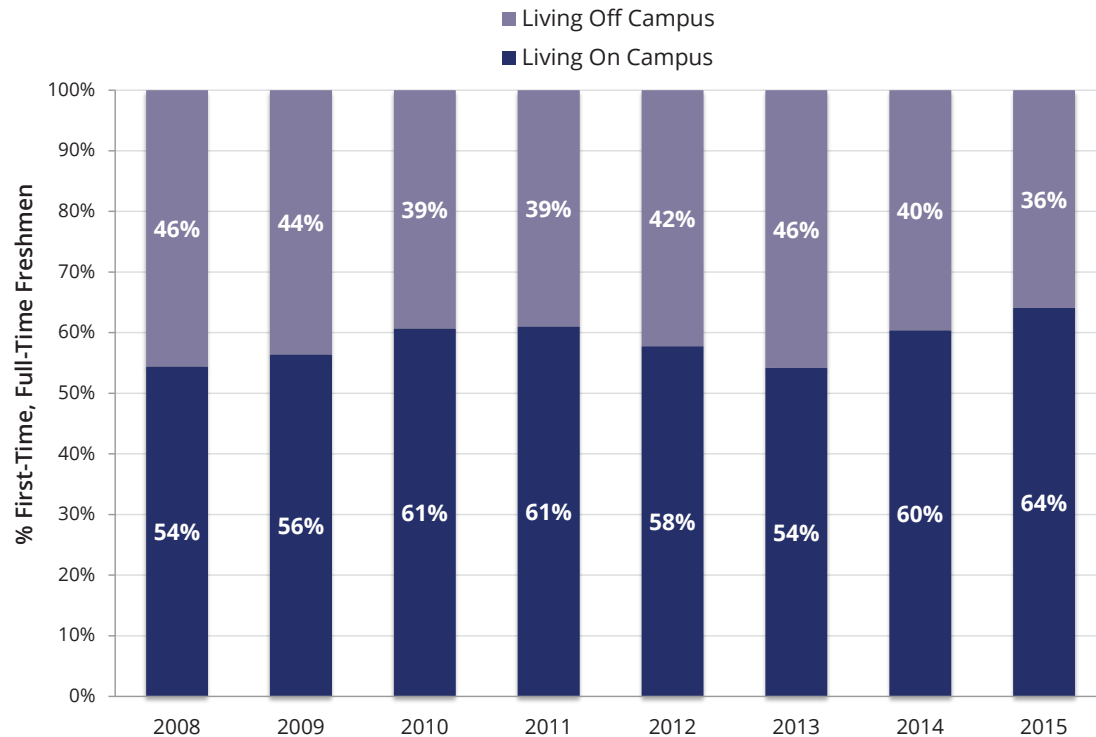


*First-Time, Full-Time Freshmen.*² From Fall 2013 to Fall 2015, the proportion of first-time, full-time Freshmen who live on campus has increased by 23% due to the opening of Sheehan Hall; in Fall 2015, 64% of first-time, full-time Freshmen live on campus. (See Figure J.)

Figure 9B

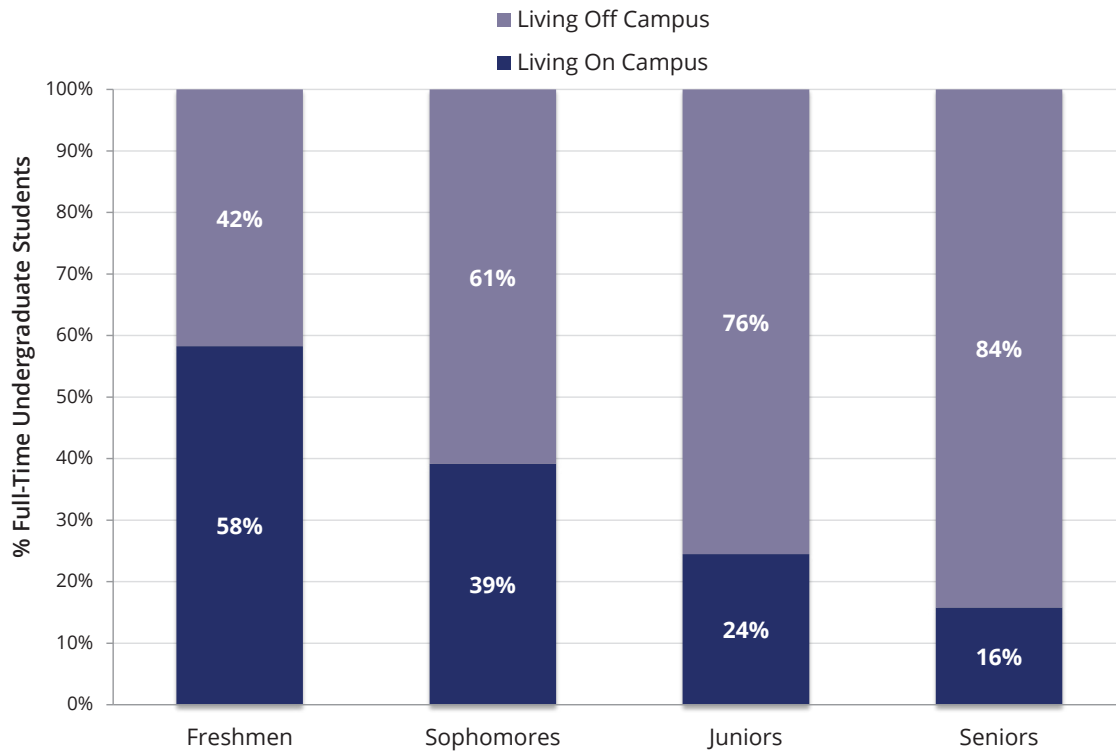
Housing Situation of First-Time, Full-Time Freshmen, Worcester State, Fall 2008-2015

Source: Worcester State University, Summer 2016



Full-Time Undergraduates by Class. The percentage of full-time undergraduates living on campus in Fall 2015 is lower for each subsequent class. While 64% of first-time, full-time Freshmen live on campus in Fall 2015 (Figure J), 58% of all full-time Freshmen, which include transfer students and other second-year students with Freshman status, live on campus. (See Figure K.)

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 Freshman status based on credits.

Figure 9K**Housing Situation of Full-Time Undergraduate Students by Class Year, Worcester State, Fall 2015***Source: Worcester State University, Summer 2016***HOUSING PORTFOLIO: UPDATES**

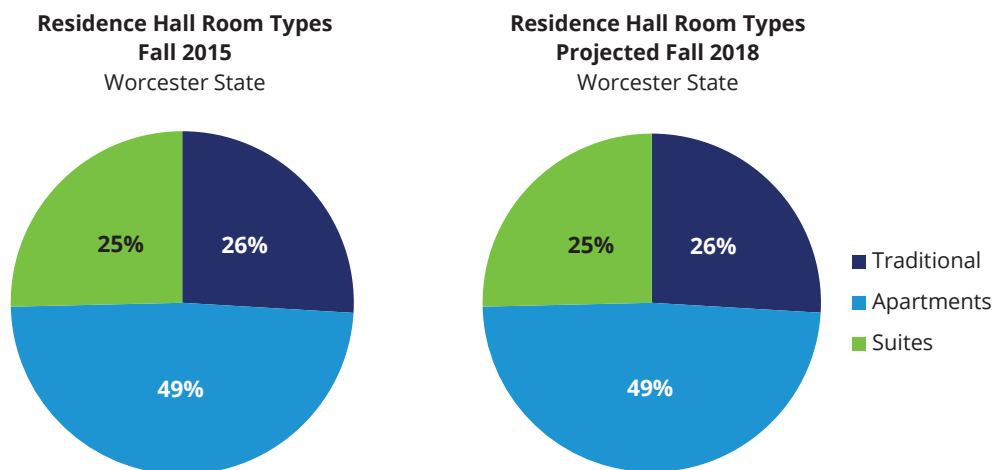
Sheehan Hall, a 400-bed suite-style residence hall, opened in Fall 2014. By bed type, in Fall 2015, 26% of beds are traditional, 25% of beds are suite-style, and 49% are in apartments. The addition of the Sheehan suites has helped Worcester State provide a housing portfolio that is supportive of its developmental goals for student residents.

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 L.)

Figure 9L

Residence Hall Room Types, Worcester State

Source: MSCBA, Summer 2016



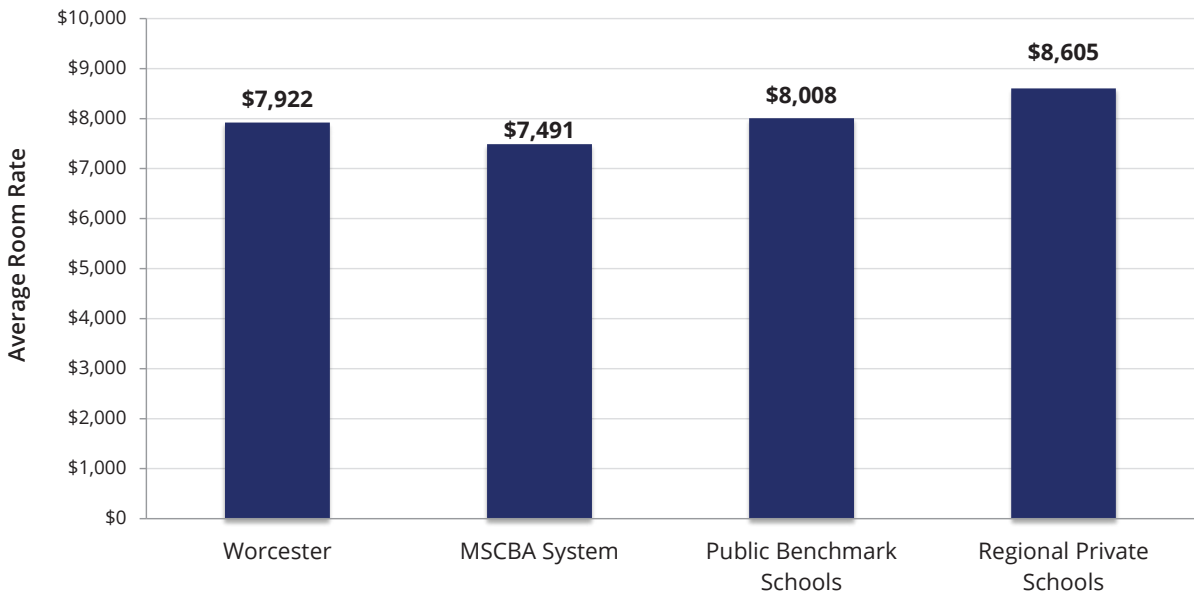
FALL 2016 RENTAL CONTEXT

Overall Cost. The average cost of on-campus housing at Worcester State is \$7,922 per year. This figure is 6% higher than the MSCBA average rent; comparable to public benchmarks; and 8% lower than regional private benchmarks (these comparisons are similar to the 2014 update).
(See Figure M.)

Figure 9M

Average Room Rate, Fall 2016

Source: MSCBA, Summer 2016; university websites, Summer 2016



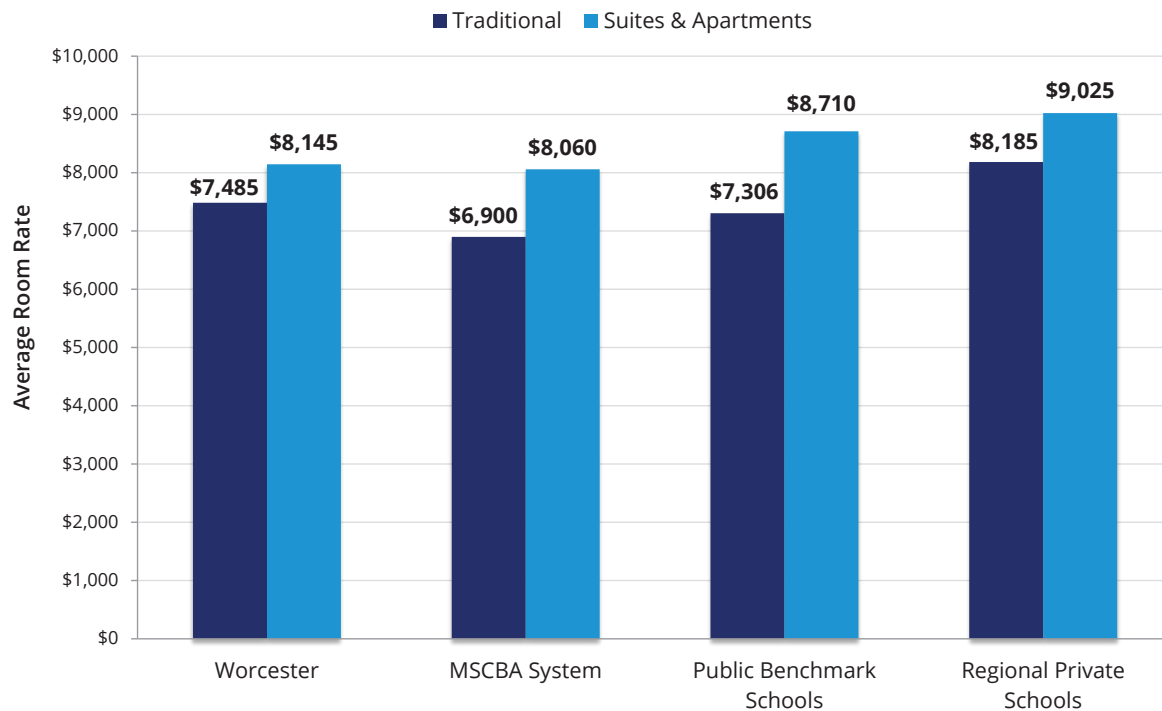
Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.
See Appendix for a list of public benchmark schools and regional private schools.

On-Campus Suites and Apartments. Worcester State's on-campus suites and apartments are 9% more expensive than on-campus traditional housing (as was the case in the 2014 update). Rents for on-campus suites and apartments are comparable to the MSCBA average, 6% lower than public benchmarks, and 10% lower than regional private benchmarks (these comparisons are similar to the 2014 update). (See Figure N.)

Figure 9N

Average Room Rate, Fall 2016: Traditional vs. Suites and Apartments

Source: MSCBA, Summer 2016; university websites, Summer 2016

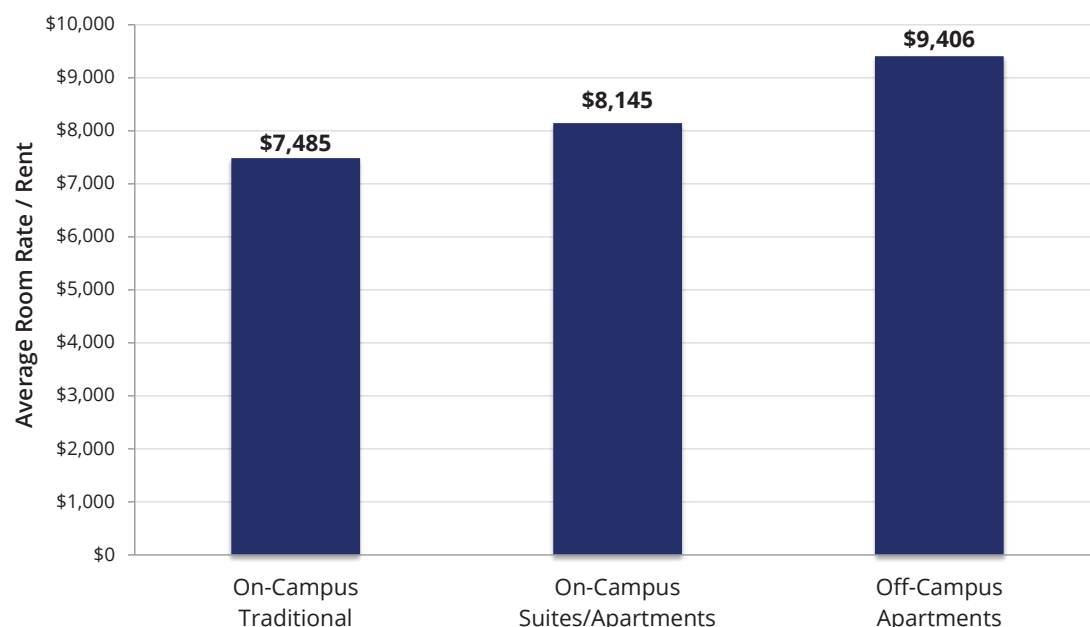


Note: Average room rates for MSCBA schools are weighted by the number of rooms at each price; rates for all other schools are unweighted.

Off-Campus Housing. Average rent for on-campus suites and apartments is 13% lower than average rent for off-campus housing in the area surrounding Worcester State, based on real estate listings available in Summer 2016 (as was the case in the 2014 report). (See Figure O.)

Figure 90**Average On-Campus Room Rate and Off-Campus 10-Month Rent, Worcester State, Fall 2016**

Source: MSCBA, Summer 2016; university websites, Summer 2016; market analysis, Summer 2016



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

The portions of Worcester State's 2015-2020 Strategic Plan that are relevant to housing and campus community are summarized in the MSCBA's 2014 Strategic Plan Update. One of the most relevant goals was to establish Living-Learning Communities in the residence halls. In Fall 2016, a new staff position was developed to help the University develop seven communities based on these themes:

- **A.I.D.:** A community for students who have been accepted as a member of the Alternatives for Individual Development Academy through the Multicultural Affairs Office.
- **CLEWS:** A community for students who are interested in community service and leadership.
- **Communication Sciences and Disorders:** A community for students who are majoring in communication sciences and disorders.
- **Eco-House:** A community for students who are interested in sustainability and green living.
- **Honors:** A community for students who have been accepted as a member of WSU's Honors Program.
- **Nursing:** A community for students who are majoring in nursing.
- **Occupational Therapy:** A community for students who are majoring in occupational therapy.
- **Visual and Performing Arts:** A community for students interested in art, music, and theater.

The following section demonstrates some of the ways that Worcester State may be addressing their 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.

2014-2016: Projects Completed

Chandler Village Apts	RD Apartment, Lounge Furniture	\$585,000
Sheehan Hall	New Residence (400 Beds) and Dining Hall (600 seats)	63,000,000

2016: Projects Underway

Wasylean Hall	Domestic Hot Water System	425,000
Campus-wide	Electrical Infrastructure Study	35,000

2016 and Beyond: Future Projects Anticipated

Wasylean Hall	HVAC Upgrades	500,000
Dowden Hall	Elevator Replacement	400,000
Chandler Village	Housing Study	100,000

INITIATIVES

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

CURRENT HOUSING INITIATIVES

A new domestic hot water system is planned for Wasylean Hall.

POTENTIAL HOUSING INITIATIVES

Chandler Village was renovated in 2004-2005 but, compared to the other housing complexes, is currently receiving lower student satisfaction ratings. This is due, in part, to its 11-person apartments, which have remained difficult to fill. If full-time enrollment remains high, University administrators would like to consider renovating Chandler Village to be more in line with its other housing inventory. Among other alterations, there is a strong need to provide a common space within Chandler Village that can support large-group resident activities.

POTENTIAL CAMPUS INITIATIVES

The recent purchase of a synagogue adjacent to campus provides an opportunity for the University to develop a creative vision for the use of the space. The building contains both an auditorium and a staging kitchen.

V. SUMMARY

With the completion of Sheehan Hall, a higher proportion of students are housed, affording Worcester State the opportunity to develop a new campus residential culture. Worcester State is now turning its focus from building new beds to the programmatic aspects of developing and administering a top-notch residential experience to each student in the residence halls. The new Living-Learning Communities will also play a key role in the University's recruitment and retention initiatives. Continuing to update 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 the MSCBA's own files.

State campus enrollment figures for the past several years were provided by the Massachusetts Department of Higher Education (DHE). The DHE reported full-time and part-time headcounts and full-time equivalents. The 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 of the State Universities.

The 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, Craigslist.com, Hotpads.com, and individual apartment complex and real estate websites, in June and July 2016. 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 ten-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.

Images courtesy of ARC / Architectural Resources Cambridge and Robert Benson Photography.

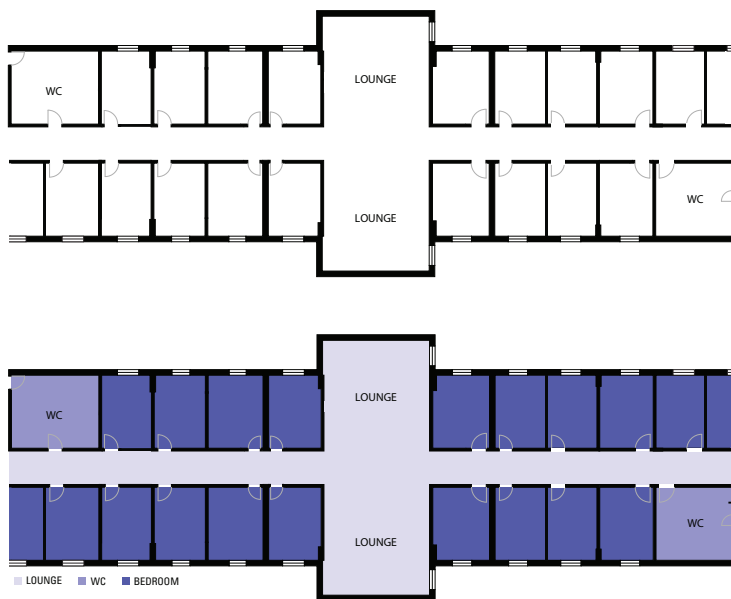
The report was compiled by Rena Cheskis-Gold, Alexandra Delaney Danahy, Carol Shuchman, Gilah Benson-Tilsen, and William Buccheri at Demographic Perspectives, LLC, with assistance from Edward Adelman and Janet Chrisos at the MSCBA.

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

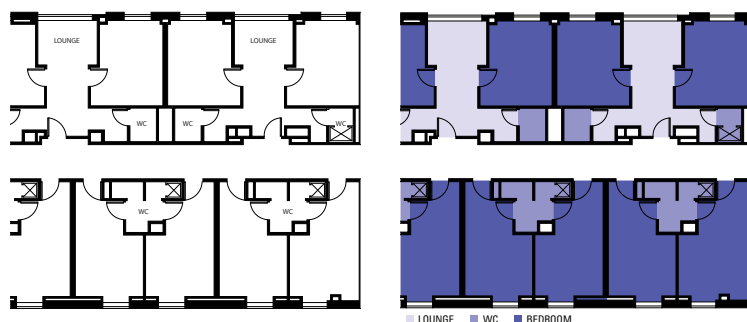
Can foster more intimate, immediate community.

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 2016

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	194	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	640	Traditional
Weygand Hall	2013		130,000	500	Suites
Woodward Hall	1912	2002/2014	56,600	231	Traditional
CAMPUS TOTAL			1,162,950	3,281	

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 Expansion	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
Peirce Hall	1917	2008	22,200	122	Traditional
West Hall	2016		96,000	316	Semi-suites
CAMPUS TOTAL			487,150	1,996	

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
Tree House	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 Build-over	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	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, Seymor & 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	272	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	2,765	

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	Traditional
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	

PEER INSTITUTIONS USED FOR ROOM RATE COMPARISONS

Table 2

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 University
 Kean University
 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**Private 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

Northeastern University
Wentworth Institute of Technology
Wheelock College
School of the MFA

MASSACHUSETTS COLLEGE OF LIBERAL ARTS**Public Peer Colleges**

Castleton University
Hartwick College
Saint Mary's College of Maryland
Susquehanna University
Lyndon State College
SUNY Albany
SUNY Geneseo
SUNY Potsdam
University of Maine Farmington
University of Pittsburgh Johnstown

Regional Private Colleges

Bennington College
Green Mountain College
Siena College

MASSACHUSETTS MARITIME ACADEMY**Public Maritime Academies**

California Maritime Academy
Maine Maritime Academy
SUNY Maritime College
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 University
Norwich University

SALEM STATE UNIVERSITY**Public Peer Colleges**

California University of Pennsylvania
Kean University
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 University
Assumption College
Bentley University

WORCESTER STATE UNIVERSITY**Public Peer Colleges**

East Stroudsburg University of Pennsylvania
SUNY Brockport
SUNY Geneseo
William Patterson College of New Jersey

Regional Private Colleges

Assumption College
Becker College
Clark University
College of the Holy Cross
Rivier University
Saint Anselm College

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MASSACHUSETTS COLLEGE OF ART AND DESIGN

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