



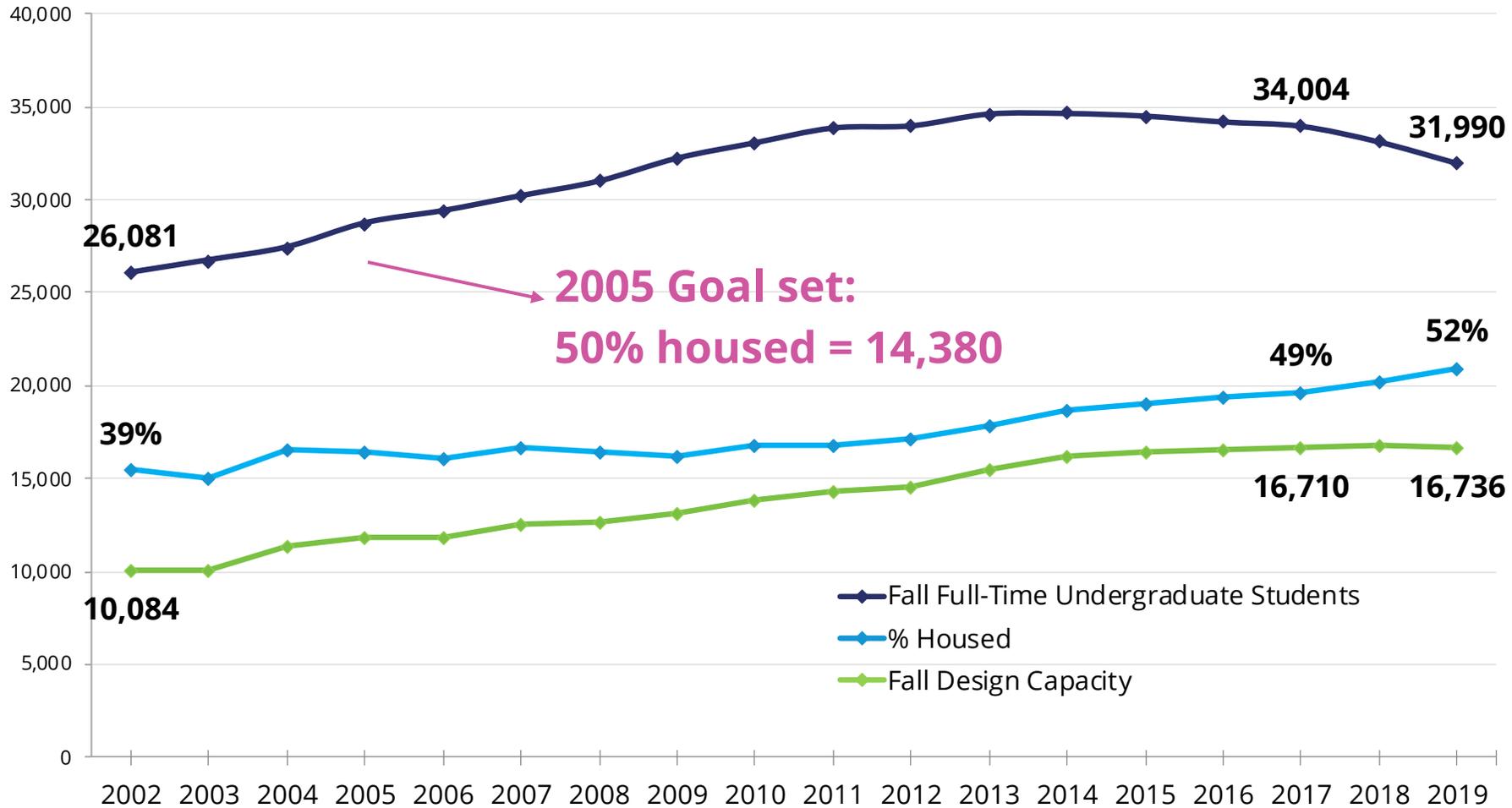
# MSCBA 2020 STRATEGIC PLAN

February 2021



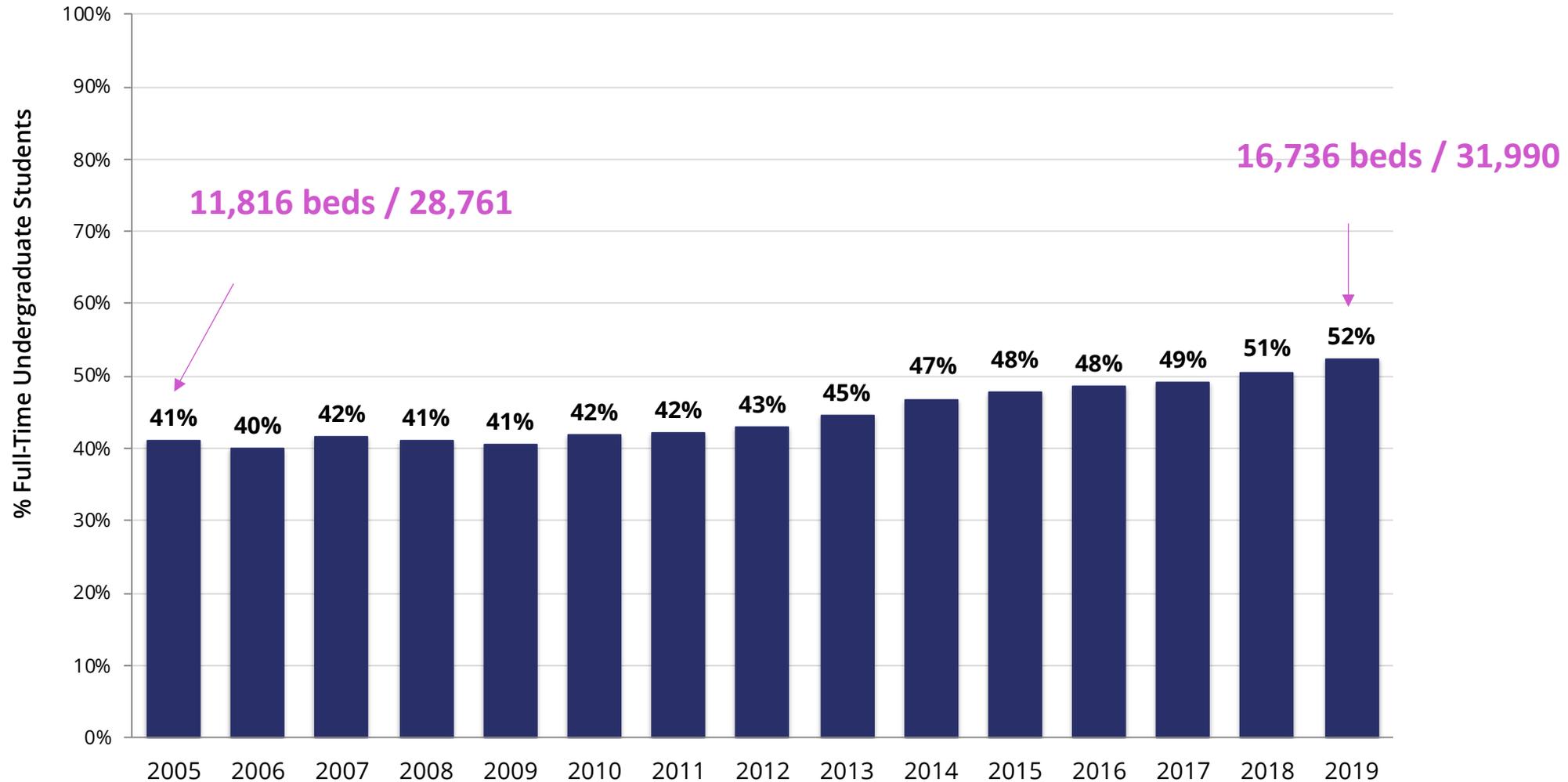
# 2020 STRATEGIC PLAN PURPOSE & FOCUS

# MSCBA SYSTEM-WIDE HOUSING TARGET



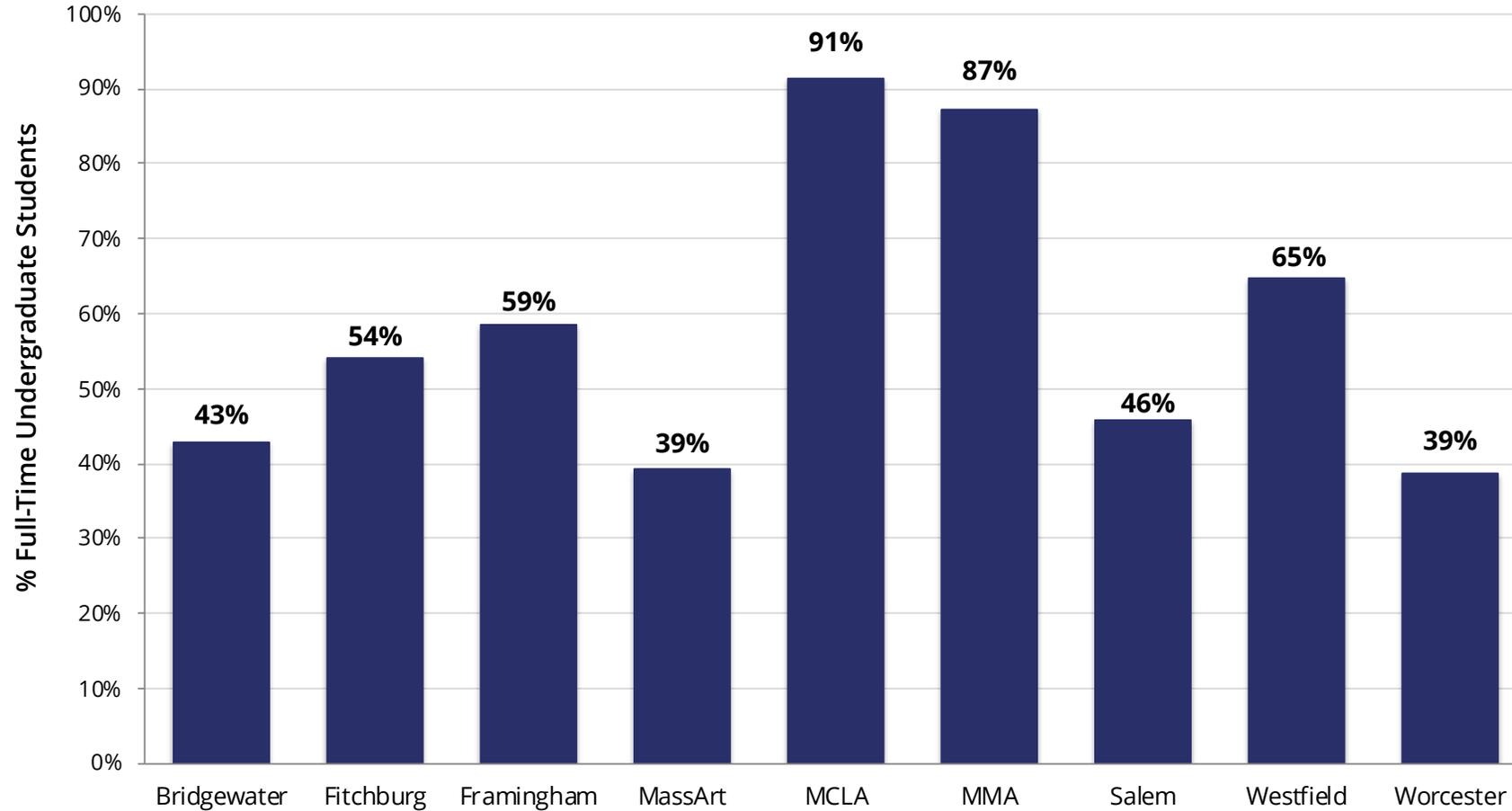
# MSCBA SYSTEM-WIDE DESIGN CAPACITY

## FULL-TIME UNDERGRADUATE STUDENTS, FALL 2019



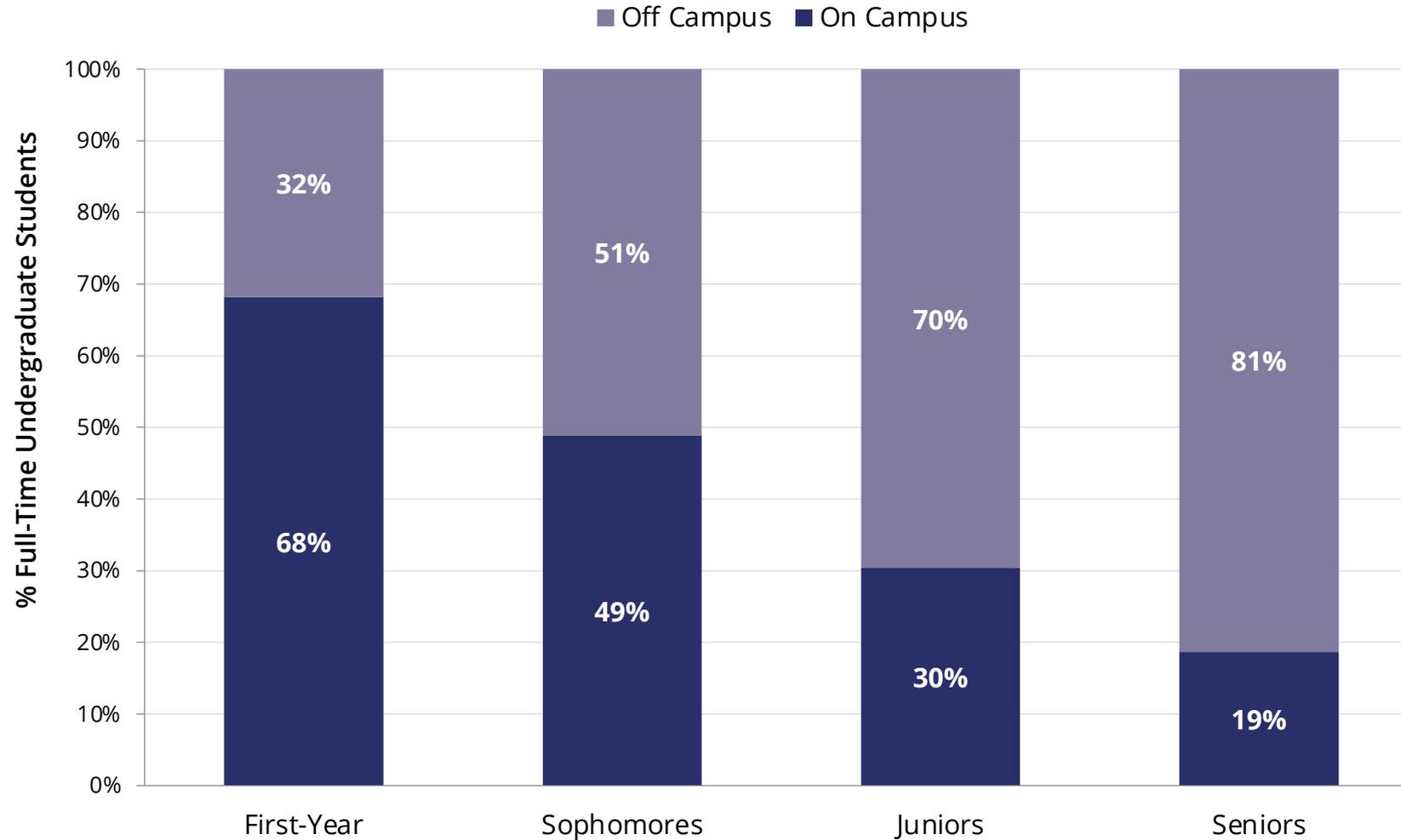
# % OF FULL-TIME STUDENTS HOUSED, BY SCHOOL

## FALL 2019



# % OF STUDENTS HOUSED VARIES BY YEAR

BRIDGEWATER STATE, FALL 2019

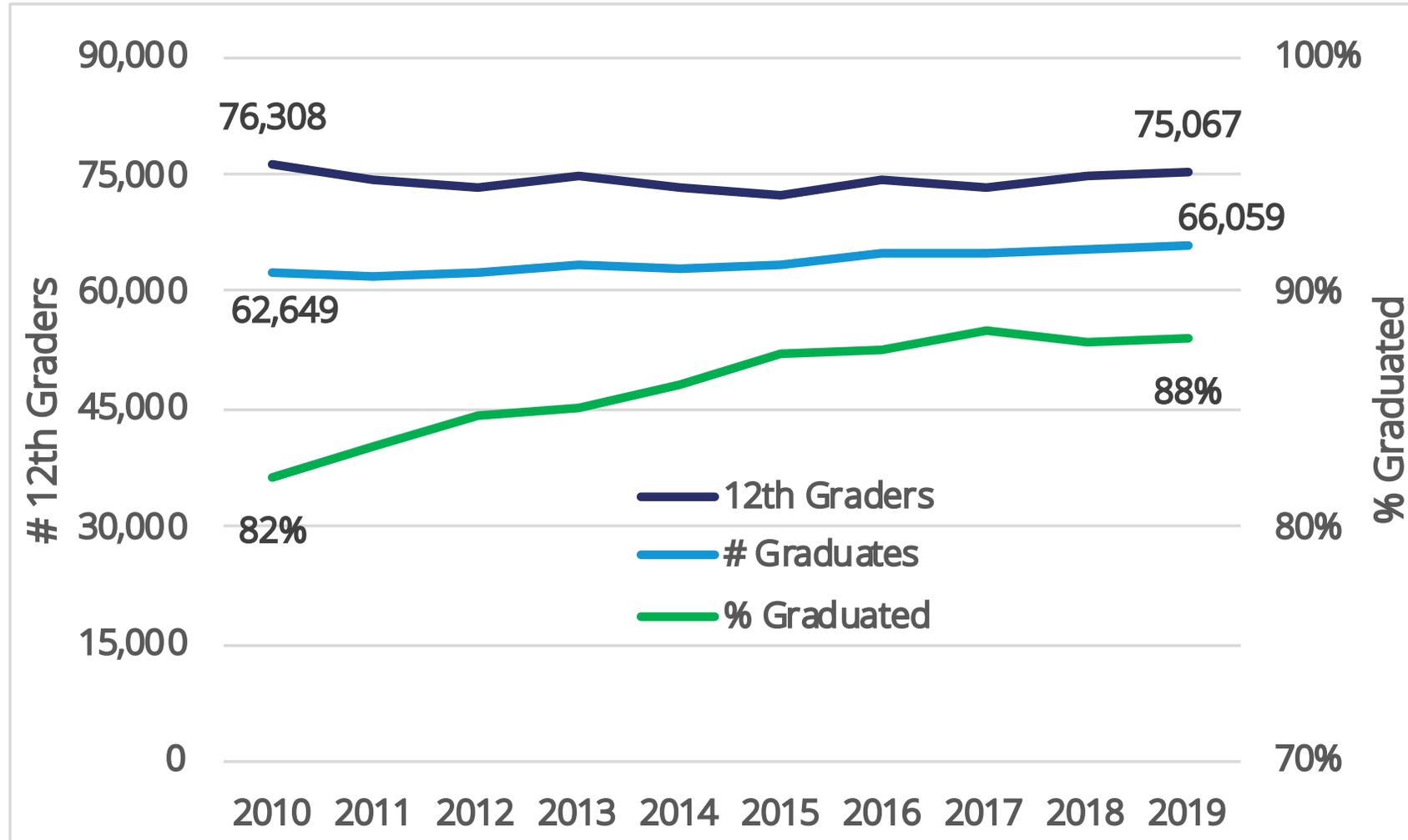




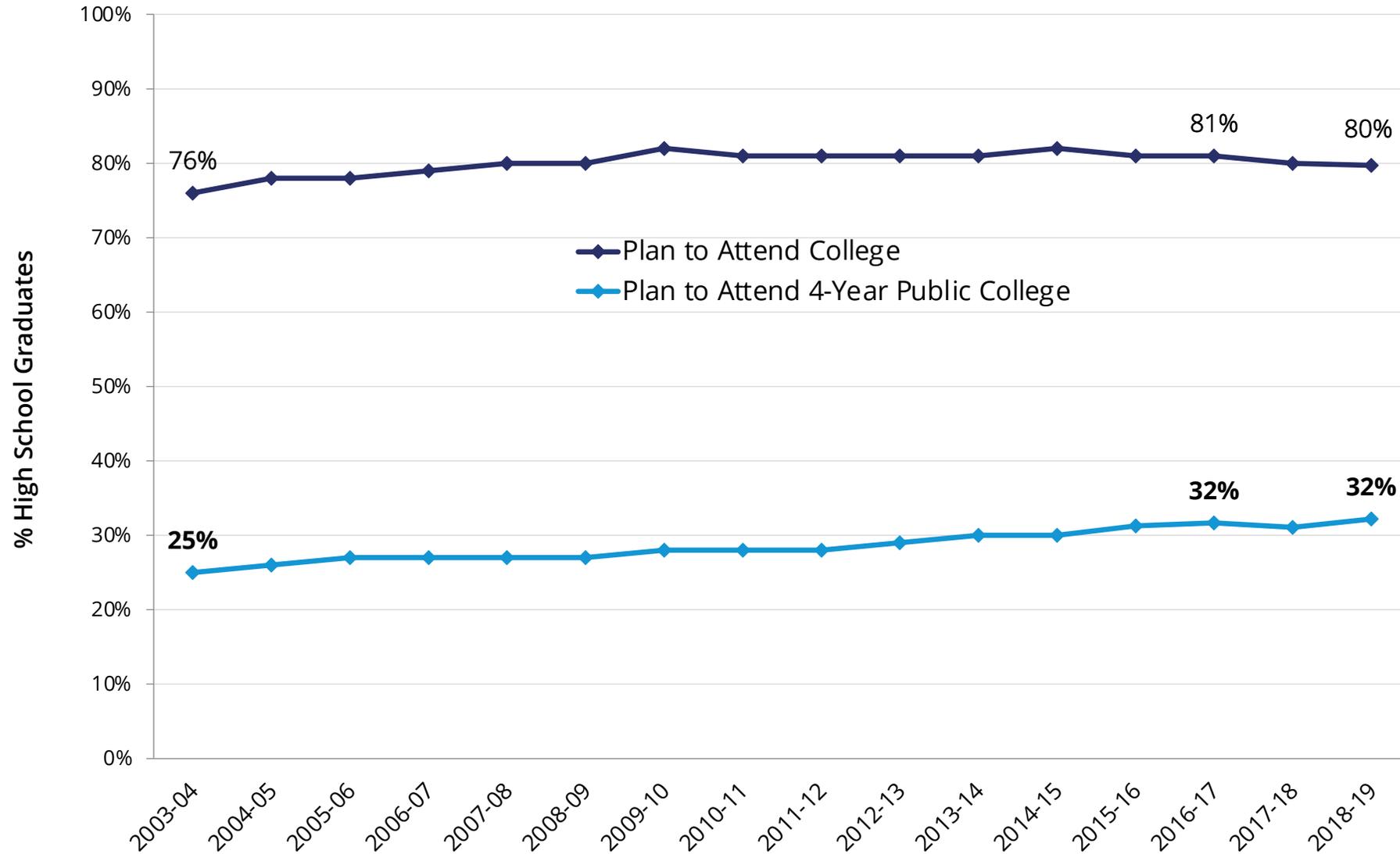
# PARADIGM CHANGE

# MA HIGH SCHOOL GRADUATION TRENDS

SPRING 2010 TO 2019

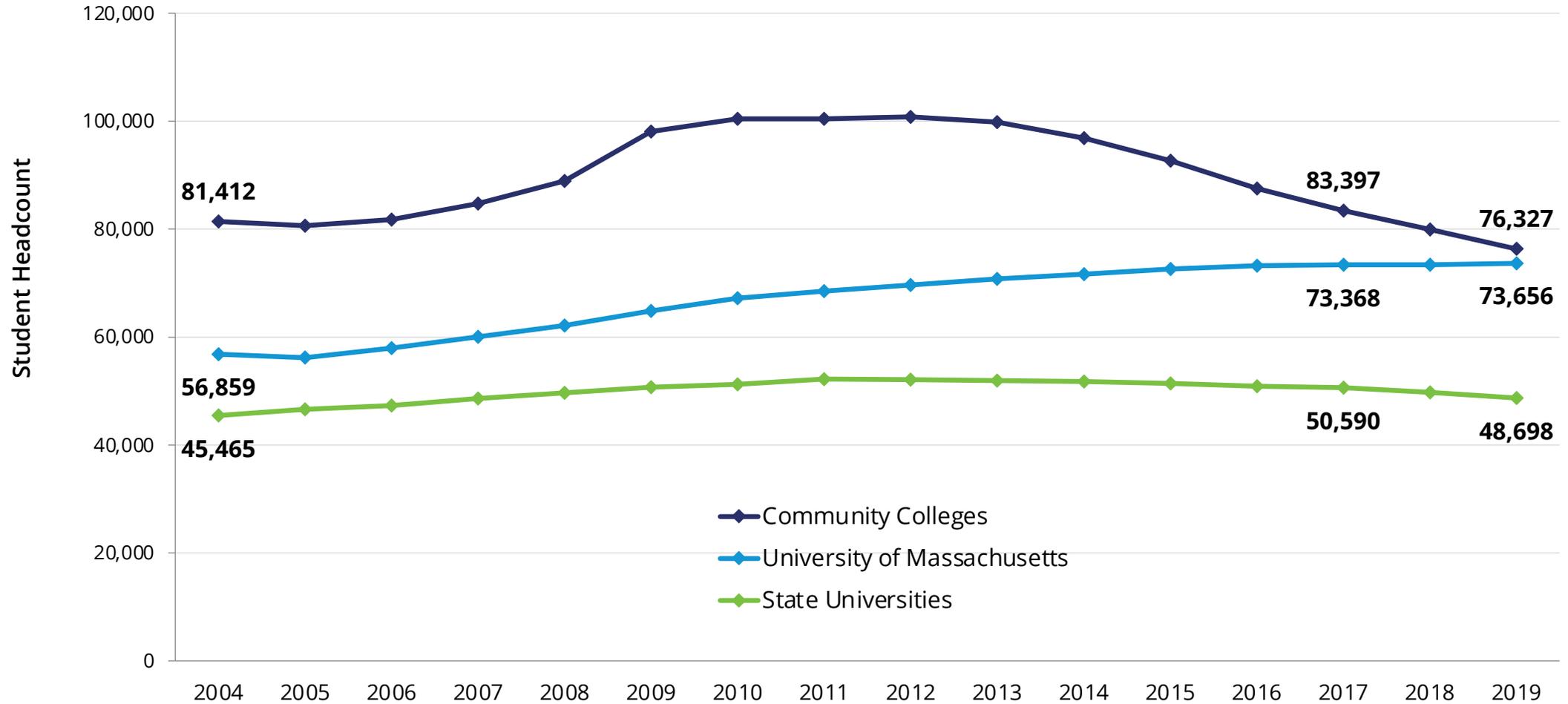


# COLLEGE PLANS OF MA HIGH SCHOOL GRADUATES



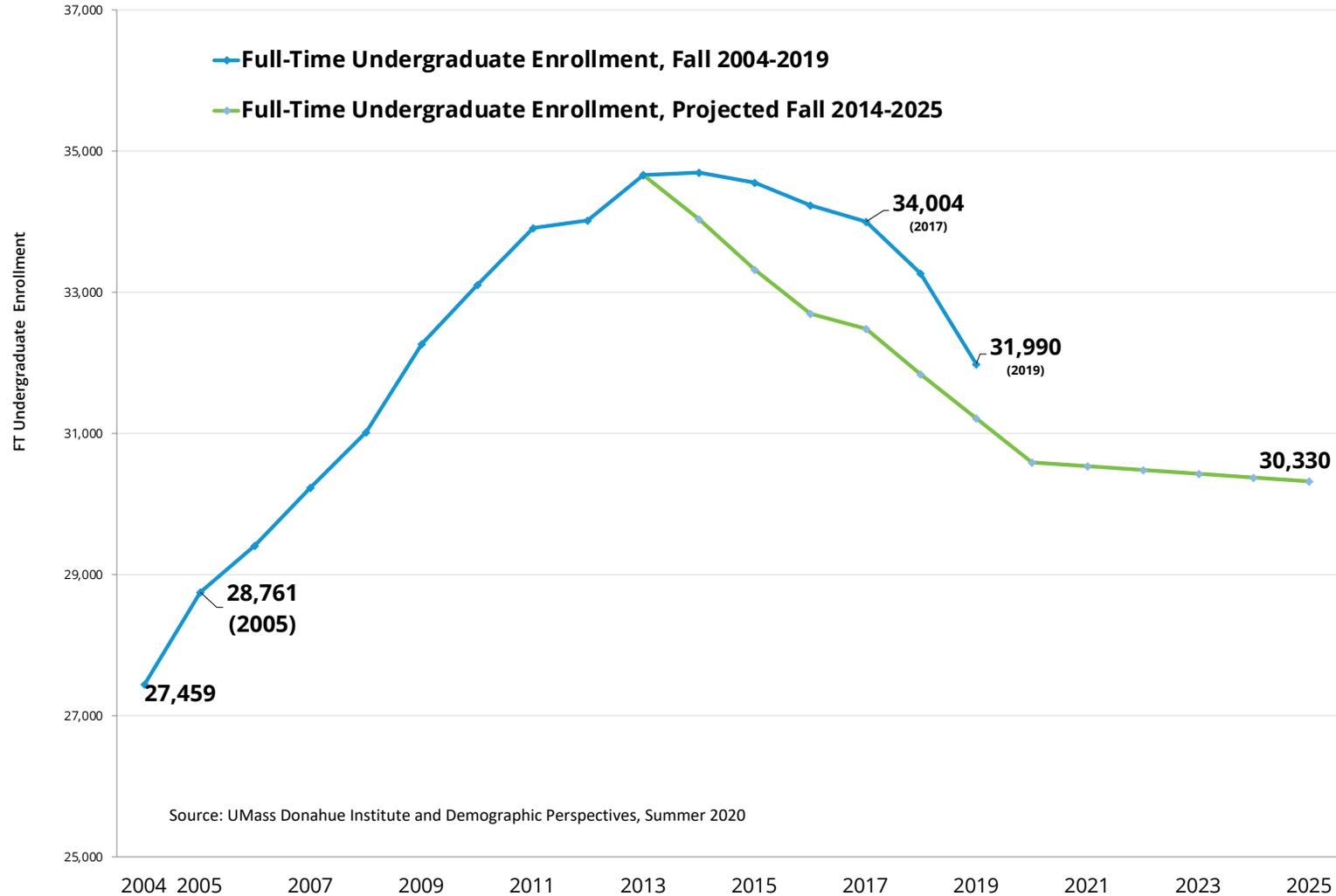
# MA PUBLIC HIGHER ED ENROLLMENT TRENDS

FALL 2014 TO 2019



# ENROLLMENT PROJECTIONS

## STATE UNIVERSITY FULL-TIME STUDENTS, 2004 THRU 2025

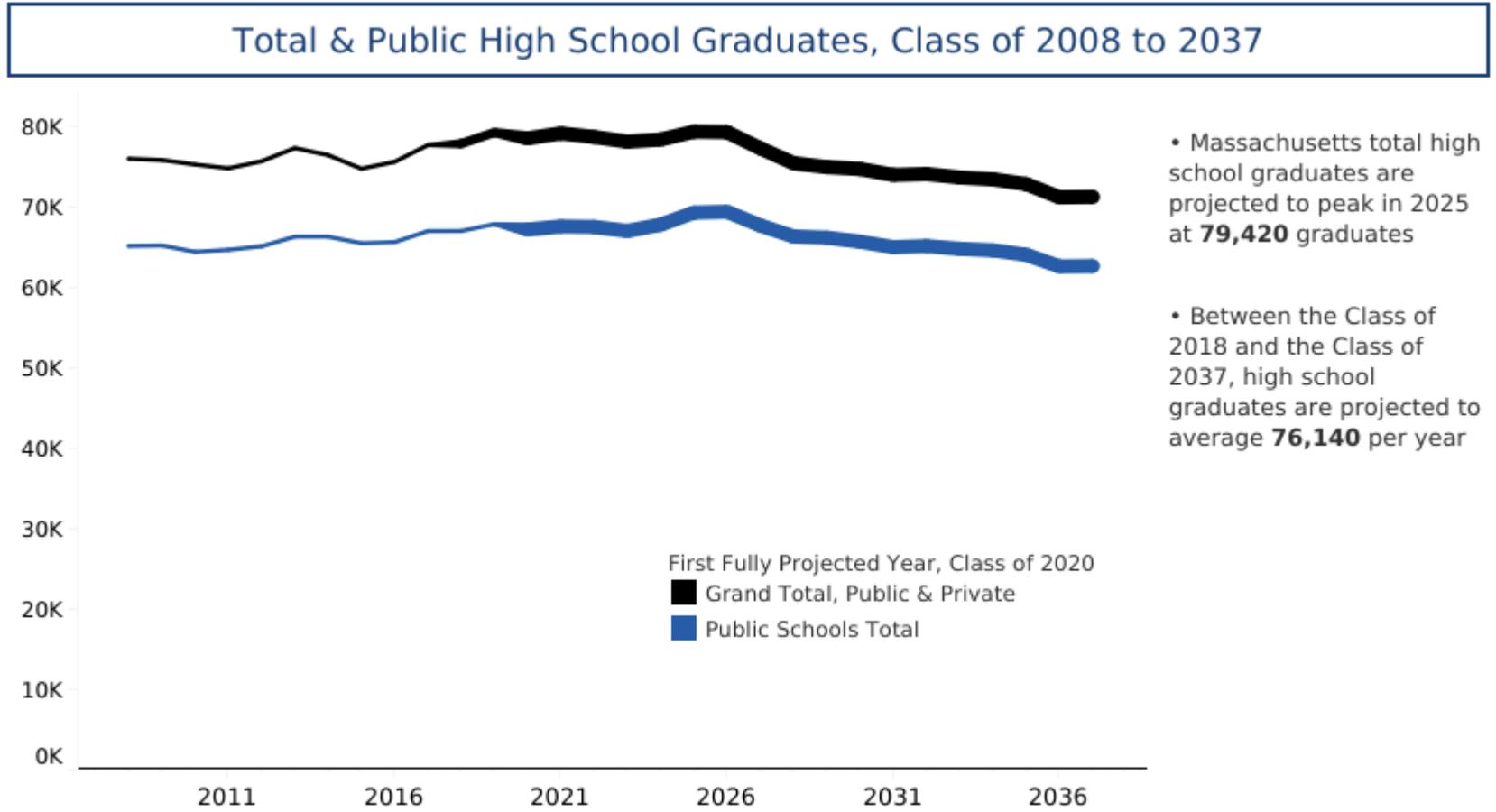


Source: UMass Donahue Institute and Demographic Perspectives, Summer 2020

In 2025:  
16,736 beds/ 30,330 students =  
55% housed

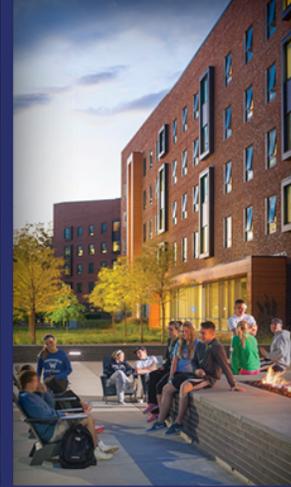
# H.S. GRADUATES ENROLLMENT PROJECTIONS

## 2008 THRU 2037, PUBLIC & PRIVATE



**WARNING: COVID-19** introduces significant uncertainty into the projections.

Source: [www.knocking.wiche.edu](http://www.knocking.wiche.edu) Dec 2020.



# FOCUS ON OCCUPANCY MANAGEMENT

# STRATEGIC PLAN REPORT FOCUS

## PROVIDE KEY PERFORMANCE INDICATORS (KPI)

A **KPI** is a measurable value that demonstrates how well an institution is achieving its key business objectives. These tools are performance metrics that can be tracked, measured, and analyzed. Organizations use **KPIs** to evaluate their success at reaching targets.

- % Occupancy
- % Housed, by class
- Freshmen Retention rate
  - Overall, and in housing

# FAST FACTS:

## BRIDGEWATER STATE, FALL 2019

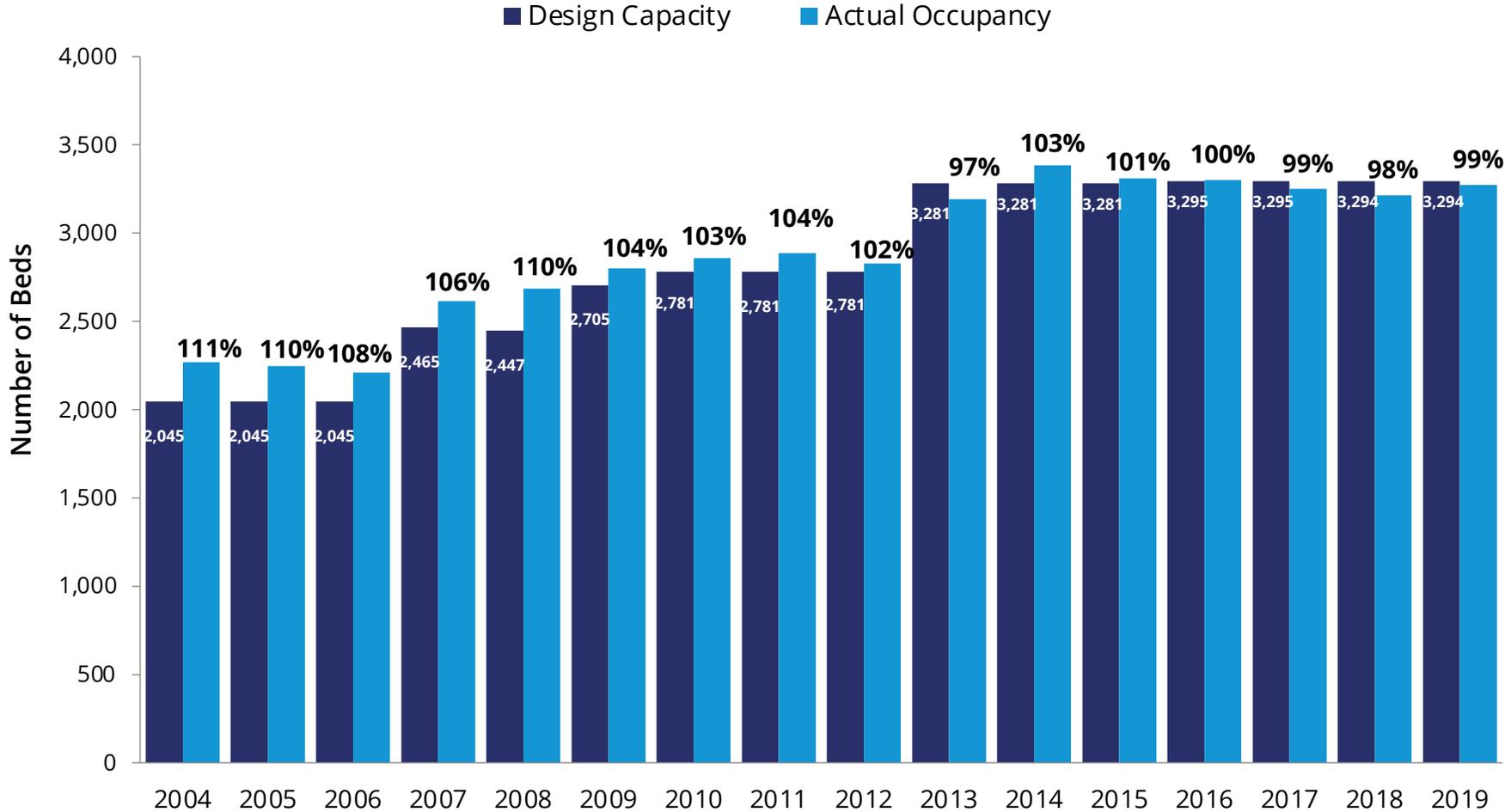
<b>HOUSING</b>	
% Housed <i>Full-Time Undergraduates</i>	43%
2018 Housing Target	50%
Occupancy Percent	99%
Design Capacity	3,294
Actual Occupancy	3,271

<b>SUPPORTING DATA</b>		
<b>ENROLLMENT</b>	Total Enrollment	<b>10,881</b>
	UG Student Enrollment	<b>9,463</b>
	Full-Time Enrollment	7,681
	Part-Time Enrollment	1,782
	Graduate Student Enrollment	<b>1,418</b>
<b>GEOGRAPHIC DISTRIBUTION</b>	From Massachusetts	96%
	From Out-of-State	4%
	From Abroad	1%
<b>DEMOGRAPHIC INFORMATION</b>	Traditional Age (18-24)	<b>91%</b>
	Male	<b>40%</b>
	Female	<b>60%</b>
	Minority (with known race/ethnicity)	<b>27%</b>
	Asian	2%
	Black	11%
	Hispanic	8%
<b>ACADEMIC MEASURES</b>	% Transfer Students	34%
	Retention Rate	74%
	6-Year Graduation Rate	60%

Note: Total percentages may not add to 100% due to rounding.

# DEMAND: HOUSING DESIGN VS. OCCUPANCY

## BRIDGEWATER STATE, FALL 2004-2019



# OCCUPANCY MANAGEMENT

- Identify the full array of elements influencing housing occupancy
- Create a repository for all pertinent data
- Develop a mechanism for communication and collaboration between relevant offices
- Arrange resources and develop strategies to best meet goals

## OFFICES INCLUDE:

- Admissions
- Enrollment Management
- Housing & Residential Life
- Dining
- Parking
- Conference Services
- Academic Advising & Retention
- Financial Aid
- Diversity

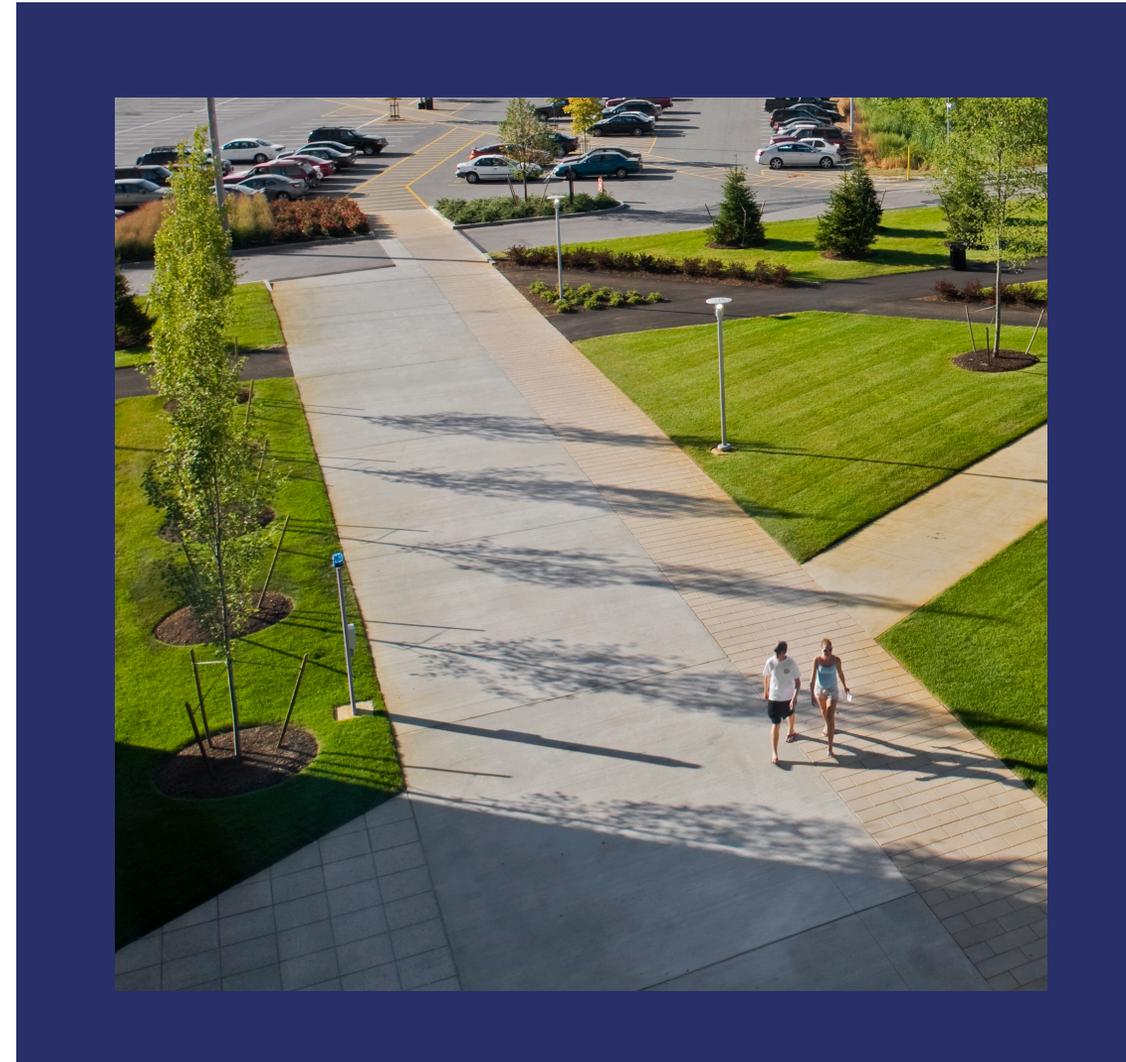
# DATA

- Admissions
- Enrollment and projections
- Student demographics
- Retention and graduation
- Housing design and occupancy
- Room and board fees
- Housing stock



# POLICIES

- Housing
- Admissions and housing linkage
- Financial aid and housing linkage
- Off-campus housing
- Parking and transportation



# FUTURE STEPS

- Adding stakeholder input
  - Campus administrator interviews
  - Student focus groups, systemwide survey
- In-depth analysis for individual campuses
  - Campus workshops on occupancy management



# STRATEGIES & OPPORTUNITIES

# STRATEGY EXAMPLES

- Adjust room types, building amenities, and building types to respond to student needs, including unique needs of increasingly diverse student body
- Alter policies that affect housing
  - e.g., 2<sup>nd</sup> year required residency, meal plan and parking adjustments, open housing to graduate students
- Develop alternative housing uses
  - Faculty housing, urban professionals, recent graduates, summer internships, senior housing, local partnerships, hotels
- Repurpose buildings for academic or other use

# OPPORTUNITIES

- Culture change: house upper class students
- Improving academic retention will increase overall student enrollment
- New academic majors can attract different students
  - Develop systemwide co-op programs, and flexible housing to support student rotation
- Easing of visa restrictions allows for recruitment of international students
- Housing different populations may increase interest in 12 month leases

# mscoba

MASSACHUSETTS STATE COLLEGE BUILDING AUTHORITY



## Demographic Perspectives

# THANK YOU

