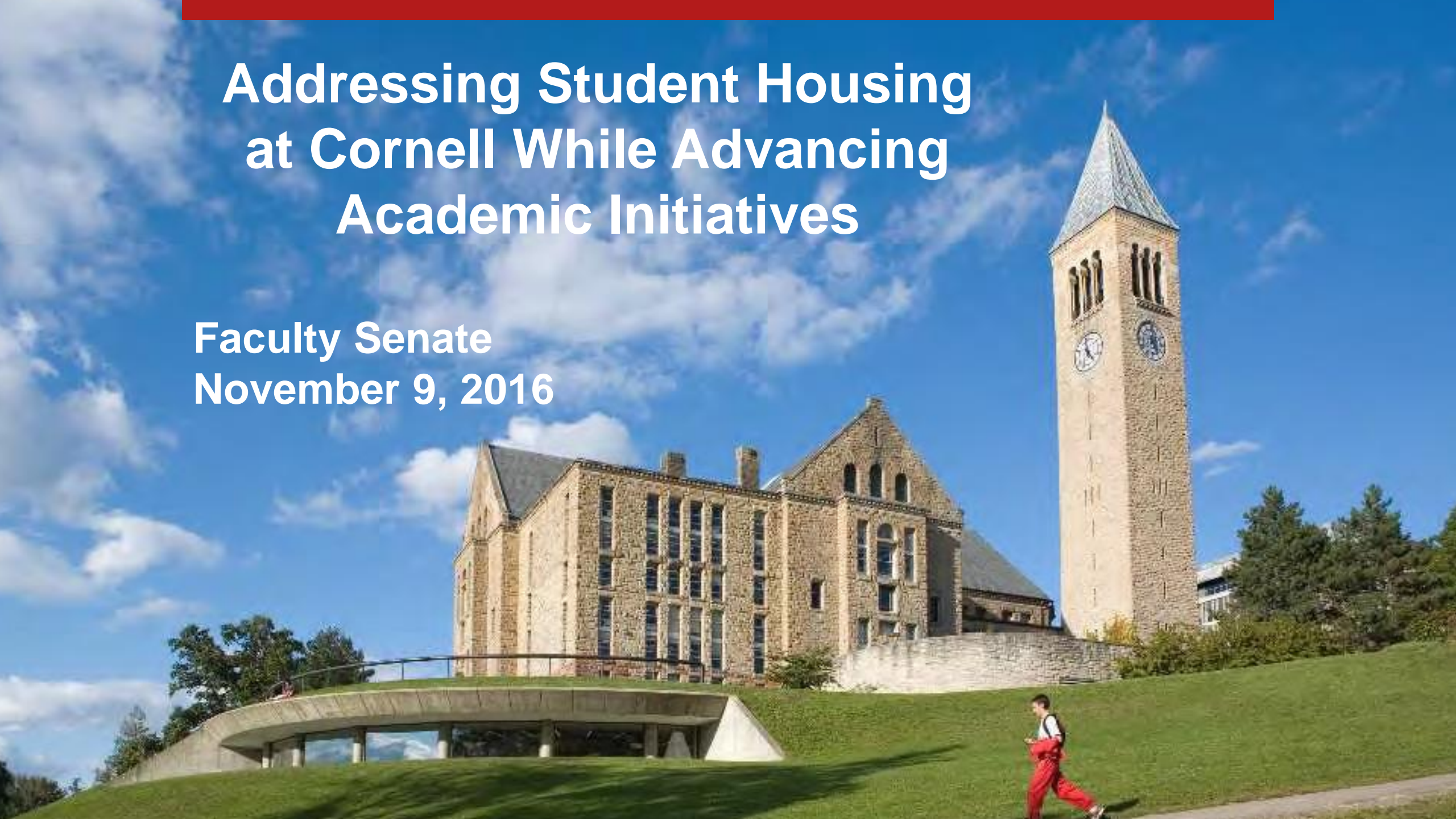


# Addressing Student Housing at Cornell While Advancing Academic Initiatives

Faculty Senate  
November 9, 2016



# Big Picture

## 1. Student Experience

- Curriculum
- Student Housing
- Diversity/Advising/Living Learning

## 2. Connecting the Campuses

- Enhancing collaborations on the Ithaca campus
- Enhancing collaborations between the campuses

## 3. Investment in Academics

- Mounting multi-disciplinary initiatives that distinguish Cornell
- Provide a sense of momentum that facilitates recruitment and retention of outstanding faculty
- Balancing central and college priorities

# Efforts Underway

Tactics	Goals	Academic Investment	Connect Cornell	Student Experience
Multidisciplinary Initiatives		+++	+++	++
Five Year Financial Plan		+++	++	+++
Housing Initiative		+++	+++	+++
Academic Facilities		+++	++	+++
Curriculum Initiative		++	+++	+++
Hinge Project		++	+++	+++
Academic Unification		+++	+++	++

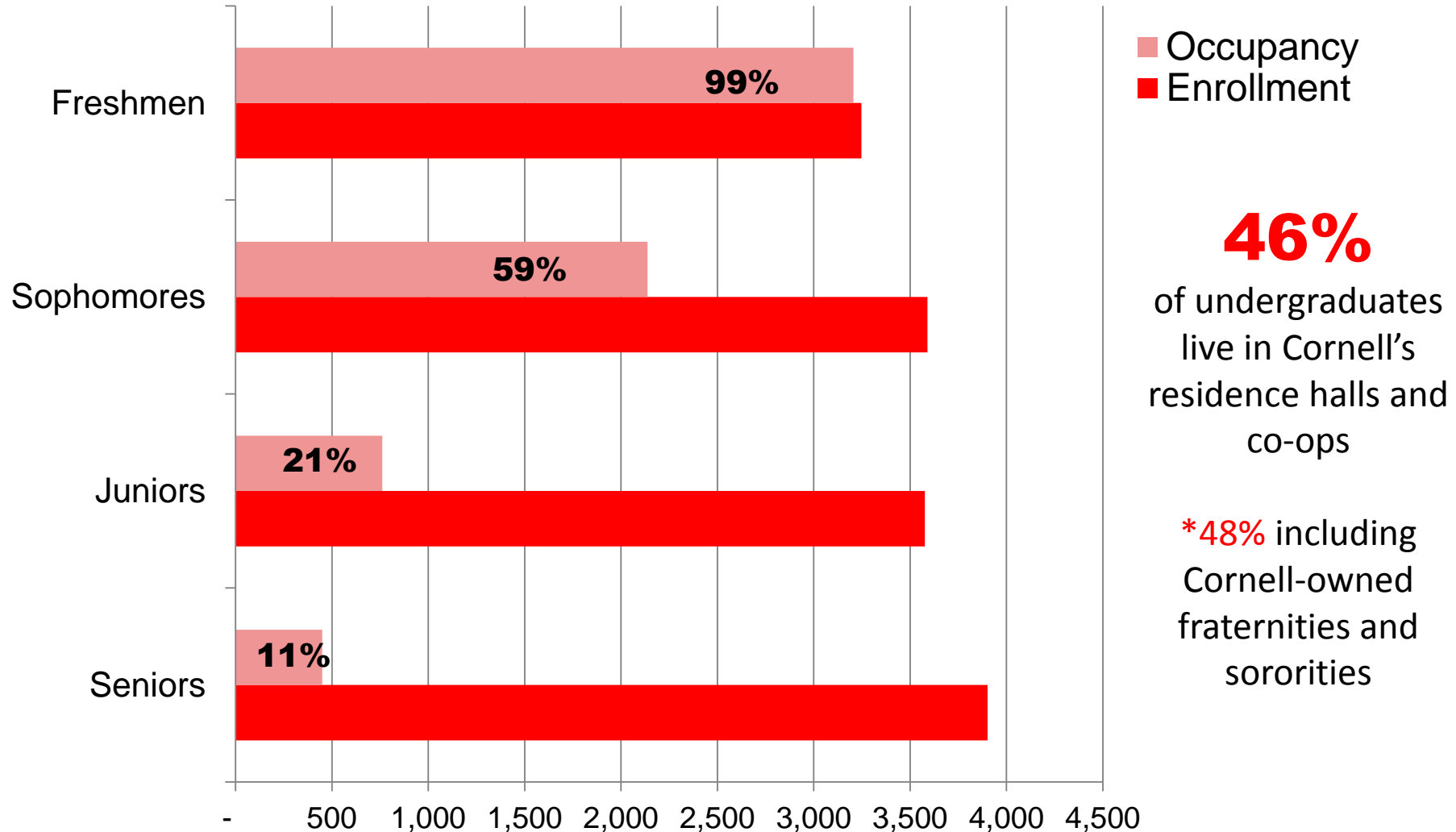
## Framing the Problem

- Deferred Academic Investment
  - Constrained academic budgets
  - No central strategic flexibility
- Deferred Capital Investment
  - Programmatic investment – BME and CIS
  - Academic buildings – McGraw, etc/
  - Existing student housing
  - Insufficient capacity – sophomores and swing space

# Student Housing

- Scope of the Problem
  - Deferred Maintenance
  - Swing Space
  - Sophomore Demand
  - Dining
  - Collegetown
- Framing the Solution
- Options
- Next Steps

# Cornell-Owned Housing Occupancy Undergraduate



# RESIDENTIAL DEVELOPMENTAL TRAJECTORY



- Housed in traditional residence halls on North Campus
- Centralized dining

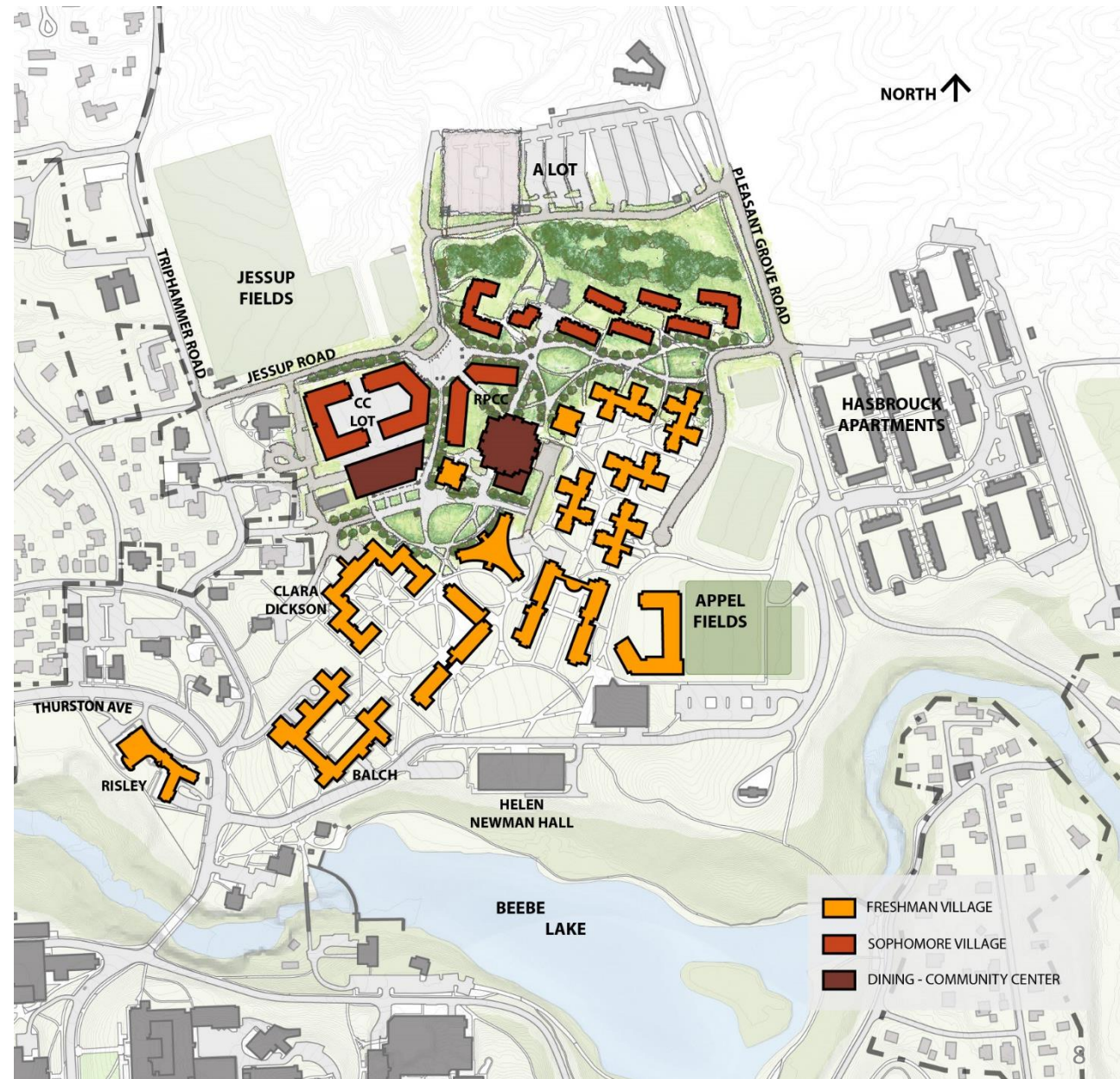
- More variety of housing options including North Campus, West Campus, Greek system, and co-ops
- Various dining options

\*Accommodated in co-ops, Greek system, program houses, and West Campus as space is available

## FULL IMPLEMENTATION

Cornell's Housing Master Plan:

- Creates swing space for renovations and addresses critical deferred maintenance
- Addresses sophomore housing demand to alleviate lottery tension and pressure on the local housing market
- Creates a desirable, attractive sophomore "village" on North Campus that is distinct from West Campus
- Increases capacity of dining to support student growth on North Campus





# Constraint 1: Tuition Per Ugrad



	Gross UG Tuition	Aid from Unrest. Funds	% Unrest. Discount	Aid from Endow. & Gifts	Total Cornell Grant Aid	% Total Discount	Net UG Tuition	Per-student Net Tuition
FY08	\$411.5	\$79.0	19.2%	\$34.1	\$113.1	27%	\$332.5	\$24,011
FY09	\$445.3	\$111.3	25.0%	\$35.2	\$146.5	33%	\$334.0	\$24,125
FY10	\$470.4	\$111.8	23.8%	\$67.4	\$179.2	38%	\$358.6	\$25,741
FY11	\$496.1	\$138.1	27.8%	\$66.3	\$204.4	41%	\$358.0	\$25,690
FY12	\$531.4	\$145.1	27.3%	\$79.0	\$224.1	42%	\$386.3	\$27,270
FY13	\$561.6	\$161.7	28.8%	\$76.6	\$238.3	42%	\$399.9	\$28,038
FY14	\$592.7	\$155.1	26.2%	\$78.3	\$233.4	39%	\$437.6	\$30,437
FY15	\$623.2	\$196.5	31.5%	\$38.6	\$235.1	38%	\$426.7	\$29,523
FY16	\$644.4	\$186.8	29.0%	\$44.3	\$231.0	36%	\$457.6	\$31,966
FY17 Forecast	\$677.0	\$198.5	29.3%	\$40.8	\$239.3	35%	\$478.5	\$33,671



## Constraint 2: Financial Aid Funding

Institution	% Unrestr. Grant	% Rest. Grant
Cornell	85.8%	14.2%
Northwestern	77.7%	22.3%
U. Pennsylvania	73.8%	26.2%
U. Chicago	72.5%	27.5%
Duke	67.9%	32.1%
Brown	65.5%	34.5%
Columbia	62.0%	38.0%
Dartmouth	56.1%	43.9%
Yale	46.2%	53.8%
Harvard	35.5%	64.5%
Stanford	31.2%	68.8%
MIT	20.6%	79.4%
Princeton	11.5%	88.5%

*Sorted in descending order of % Unrestricted Grant*

## Framing the Solution

- Business as usual (tuition increases, FA policy, modest salary growth, cost constraints) is not a path to addressing challenges
- Need a responsible and creative solution that balances objectives
- Fundamental principles:
  - Do not sacrifice one type of investment for the other
  - Do not predicate building projects on future philanthropy
  - Have a solid revenue plan for commitments

## General Plan

- Build residence halls to provide swing space, more sophomore capacity, and new students
- Modest enrollment will enable construction financing without constraining academics
- Student growth will come with more faculty and staff
- Growth in student body will generate funds for academic investments

# Housing Plan Details

- Increase freshman intake by 250-275 students
- Couple with analysis of Gateway Course issues and efforts to decrease class size
- Initiate capital project on North campus for 1250 beds and new Dining; Complete by Fall 2020
- Renovate Balch
- Partner with others to improve Collegetown

## Again: Why Increase Freshman Class?

1. Provides funds for academic investment
2. Addresses shifts in college enrollments
3. Accommodates new academic programs
4. Solves a major student life problem

# Undergraduate Enrollment Growth

- Each admitting College has requested more freshmen admits
- Major College Needs
  - CAS at historic low as percentage of total and students taking more CIS and Business courses
  - Engineering added BME
  - CCB growth (Hotel and Dyson requesting more students for many years)
  - CALS growth to offset Dyson revenue loss
  - Loss of state revenue in contract colleges (ILR and HE requesting more students)

## Potential Downsides

- Potential drop in USN&WR Rankings
- Class size increases
- Exacerbate gateway course issues
- Potential downgrade of bond rating



# Undergraduate Enrollment Growth

## Possible USWNR Rankings Impact

<u>Factors Impacted by Enrollment</u>	<u>% of Ranking</u>
○ Expenditures Per Student	10%
○ Class size	8%
○ Student to Faculty Ratio	<u>1%</u>
	19%

# Discussions to Date

1. Fall '15: Leadership discussions on deferred maintenance and housing; Discussions with **UFC and FPC**; U3 Consulting engaged for student housing master plan; Provost's Capital Planning Committee established to prioritize deferred maintenance projects
2. Spring '16: BoT discussion of academic and facilities challenges
3. Summer '16: Leadership discusses preliminary master plan report. President, Exec. VP, Provost, VP-SCL, VP B&P aligned
4. September '16: Discussion with BoT, Executive Committee, and Finance Committee Chairs; **UFC Discussion**; Joint meeting of Finance and Executive Committee of BoT. 2.5 hr discussion - recommendation to go forward with full plan
5. October-November '16: U3 Final report; Presentation to Deans – agreement on scale of student increase; Presentation to Academic Affairs and Student Life; **Presentation to Full Board; Faculty Senate; SA; UA; GPSA**

# Components of Proposed Overall Solution

## ○ Academic

- Achieve academic program investment
- Grow revenues in the Colleges

## ○ Capital

- Investment in repairing academic buildings/classrooms
- Program investment – BME, CIS
- New student housing
- Renovations of existing residence halls
- Work on Collegetown (safety and affordability)

# \$300M Faculty Initiative Campaign

- Tight focus on faculty needs
- Grow the endowment
- Unite campuses around a common cause
- Explore challenge feasibility
- Hunter launches and successor completes
- Anticipate next comprehensive campaign

## Trustee-Related Next Steps

1. Discussions with BoT Regarding New Debt
2. Discussions with New President
3. BoT Approve Capital Plan
4. Initiate Capital Plan
5. Initiate Campaign – Investing in Faculty

## Faculty-Related Next Steps

- Work with curriculum committees on liberal education and gateway courses strategies
- On Provost task force identify priorities for academic buildings and classroom investments
- BME, BS&CB, and CIS faculty work on plans for new and growing programs
- On Task Forces identify opportunities to recruit outstanding faculty in multi-disciplinary initiatives