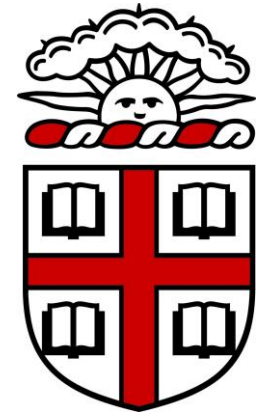


SHOULD FACULTY HOUSING BE PROVIDED BY TOWN OR GOWN?

SCUP NORTH ATLANTIC

Rena Cheskis-Gold, Demographic Perspectives, LLC
Tracy Mansour, Auxiliary Housing, Brown University



March 2018



ROADMAP FOR PRESENTATION

- **Project Background**
- **Benchmarking Study**
- **Recommendations and Considerations**
- **Discussion**

LEARNING OUTCOMES

- Incorporate a data-driven approach into off-campus housing planning strategies and options.
- Describe an array of data-driven planning tools that can be used to guide strategies.
- Use research to revise, change, and support off-campus housing and real estate strategies.
- Conduct similar peer research on off-campus housing and other planning projects.

A blue-tinted photograph of a university campus. In the background, there are several large, leafless trees and a multi-story building with a classical facade. The foreground is a grassy area with a few trees and a person walking in the distance. The overall scene is serene and academic.

PROJECT BACKGROUND

PROJECT IMPETUS

BROWN UNIVERSITY

Merging of offices provided reorganization opportunities

No formalized history

- No information on background story and documentation
- Particular limitation on procedural documentation

Development of housing inventory

- Ad hoc vs planned assets
- Brown to Brown ownership program



BASIC PLANNING STEPS

DATA-DRIVEN DECISION MAKING

- Align data with mission, goals, and critical questions
- Determine appropriate research methods
- Develop strategies after analyzing trends

PROJECT PROCESS

SUMMER 2016

Benchmarking Methodology

- Chose peer schools with a wide range of faculty housing programs
- Offered collaborative Data Exchange
- Goal: Study intended to help evaluate future planning options for Brown's short-term faculty housing program

18 schools researched - selected schools of interest to Brown

- 13 schools interviewed
- 8 of the schools with short-term housing inventory, some of which were also interviewed, received a questionnaire with 36 data points
 - All data points developed to be comparable to Brown's situation; Brown example offered to participating schools
 - This gave Brown a chance to review its own policies and procedures and wording

Case studies prepared for 3 additional schools

SCHOOLS SURVEYED

Schools Interviewed

- Boston College
- Columbia University
- Cornell University
- Dartmouth College
- Duke University
- Emory University
- Georgetown University
- Johns Hopkins University
- Northwestern University
- University of Chicago
- University of Pennsylvania
- Vanderbilt University
- Yale University

Schools Completing Questionnaire

- Brown University
- Boston College
- Columbia University
- Dartmouth College
- Harvard University
- Princeton University
- Stanford University
- Washington University in St. Louis

Case Studies

- Rutgers
- California Institute of Technology
- University of Connecticut

A blue-tinted photograph of a university campus. In the background, there are several large, leafy trees and a multi-story building with a classical architectural style, featuring columns and a pediment. The foreground is a grassy area with a paved path. The overall scene is serene and academic.

BENCHMARKING STUDY

BACKGROUND INFORMATION

Of the 18 schools, 11 provided short-term housing for faculty

- Brown
- Boston College
- Columbia
- Dartmouth
- Georgetown
- WashU
- Harvard
- Northwestern
- Princeton
- Stanford
- UChicago

SERVICES OFFERED

18 SCHOOLS

OFFICE

WEBSITE

**REFERRALS TO
CORPORATE HOUSING**

OTHER

WEBSITE

LISTING

**REFERRALS TO REAL
ESTATE BROKERS**

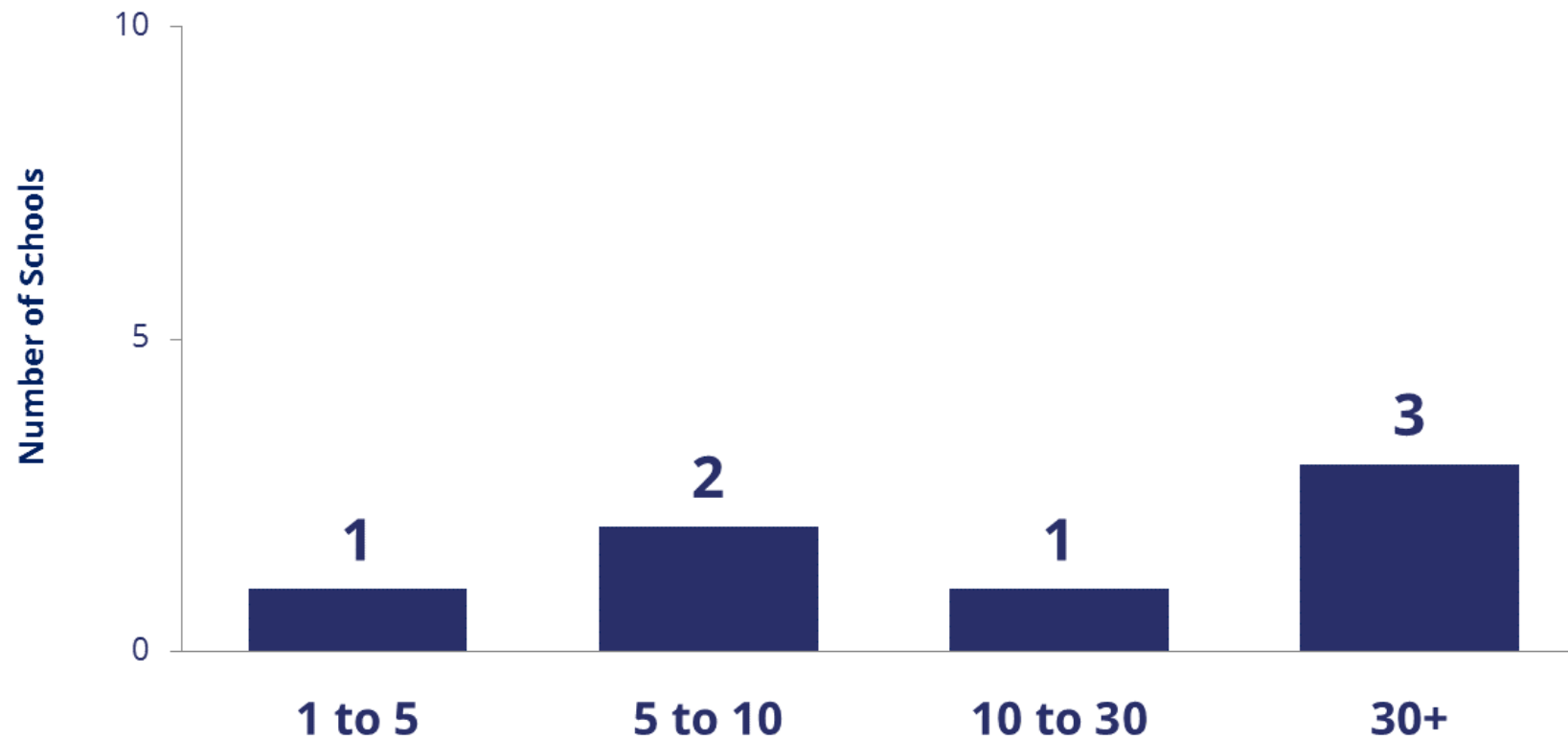
**SUBLET
LISTING**

The background is a blue-tinted photograph of a university campus. It features several large, leafless trees in the foreground and middle ground. In the background, there are multi-story brick buildings, some with classical architectural elements like columns. A person is visible walking on a path on the left side. The overall scene is a typical academic environment.

HOUSING INVENTORY

NUMBER OF SHORT-TERM UNITS

FACULTY



Note: Excludes Stanford, which has inventory, but no available count of short-term rentals for faculty.

UNIT TYPES

SHORT TERM HOUSING

SCHOOL	TOTAL UNITS
Columbia University	63
Brown University	50
Boston College	34
Princeton University	29
Dartmouth College	10
Harvard University	7
WashU	1

- **Brown and Columbia primarily offer studio and one bedroom units**
- **Other schools more likely to have two bedroom units**

COST BY UNIT TYPE

2016

UNIT TYPE	MONTLY COST RANGE
Studio	\$1,000 to \$1,800
1 Bedroom	\$1,300 to \$2,871
2 Bedroom	\$1,900 to \$3,932
3+ Bedroom	\$2,650 to \$7,000

- **Most schools set rates according to market rate**
- **Market context varies widely**
 - Brown had the most affordable units among schools surveyed with availability pricing

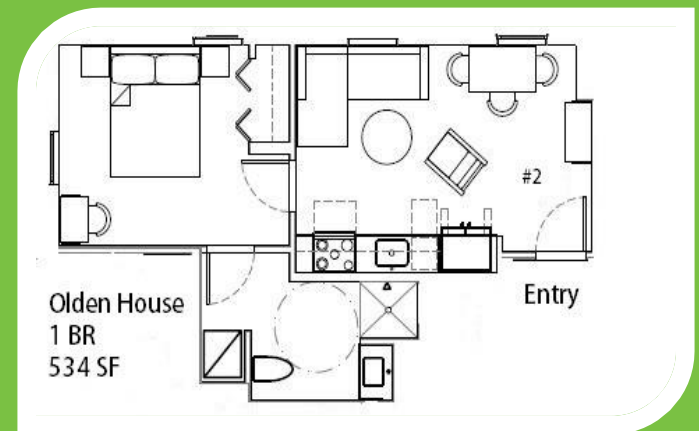


COLUMBIA BUTLER HALL

STUDIO, 1 BEDROOM APARTMENTS



PRINCETON OLDEN HOUSE





DARTMOUTH

1 SOUTH STREET EXTERIOR

1 AND 2 BEDROOM APARTMENTS

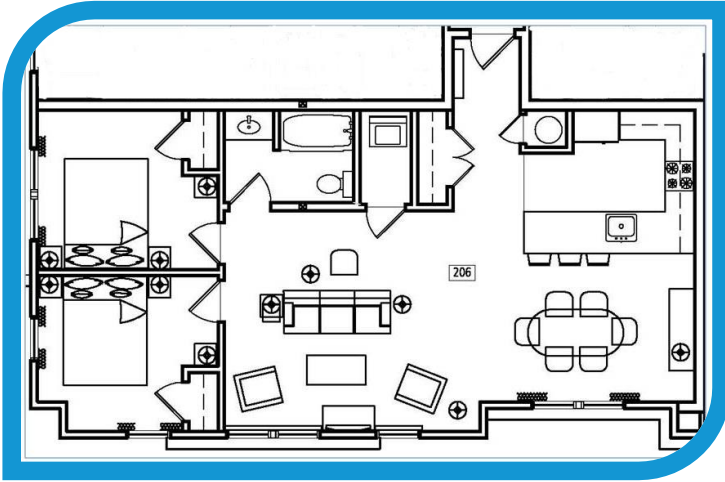


DARTMOUTH

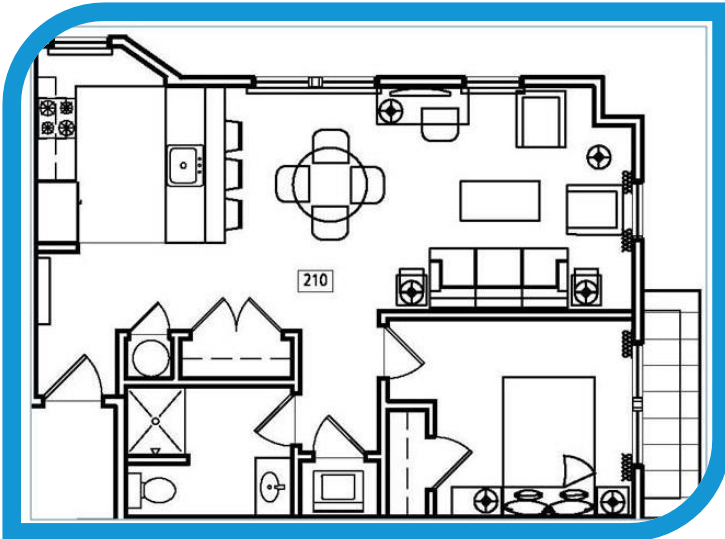
1 SOUTH STREET INTERIOR

1 AND 2 BEDROOM APARTMENTS

FLOOR PLANS



DARTMOUTH
UNIT 206



DARTMOUTH
UNIT 210

- Consider emerging trends in faculty demographics



**WASHINGTON
UNIVERSITY IN ST. LOUIS**
18 LANE PARK (2 FAMILY)

HOUSES



HARVARD
18 MELLEN STREET



251 BOWEN ST.
EXTERIOR

BROWN



251 BOWEN ST.
INTERIOR





247 BOWEN ST.
EXTERIOR
AND FLOOR PLAN



BROWN CONTINUED



125-127 WATERMAN ST.
EXTERIOR AND INTERIOR



HOUSING FEATURES

Development of inventory

Location of short-term housing for faculty

Survey also asked about:

- Furnishings
- Soft goods
- Parking

PLANNING

Increase or decrease inventory

- Most schools do not currently plan to increase or decrease inventory
- Boston College and Stanford plan to increase inventory

Improvements to faculty housing program

- Most schools do not currently have plans to improve

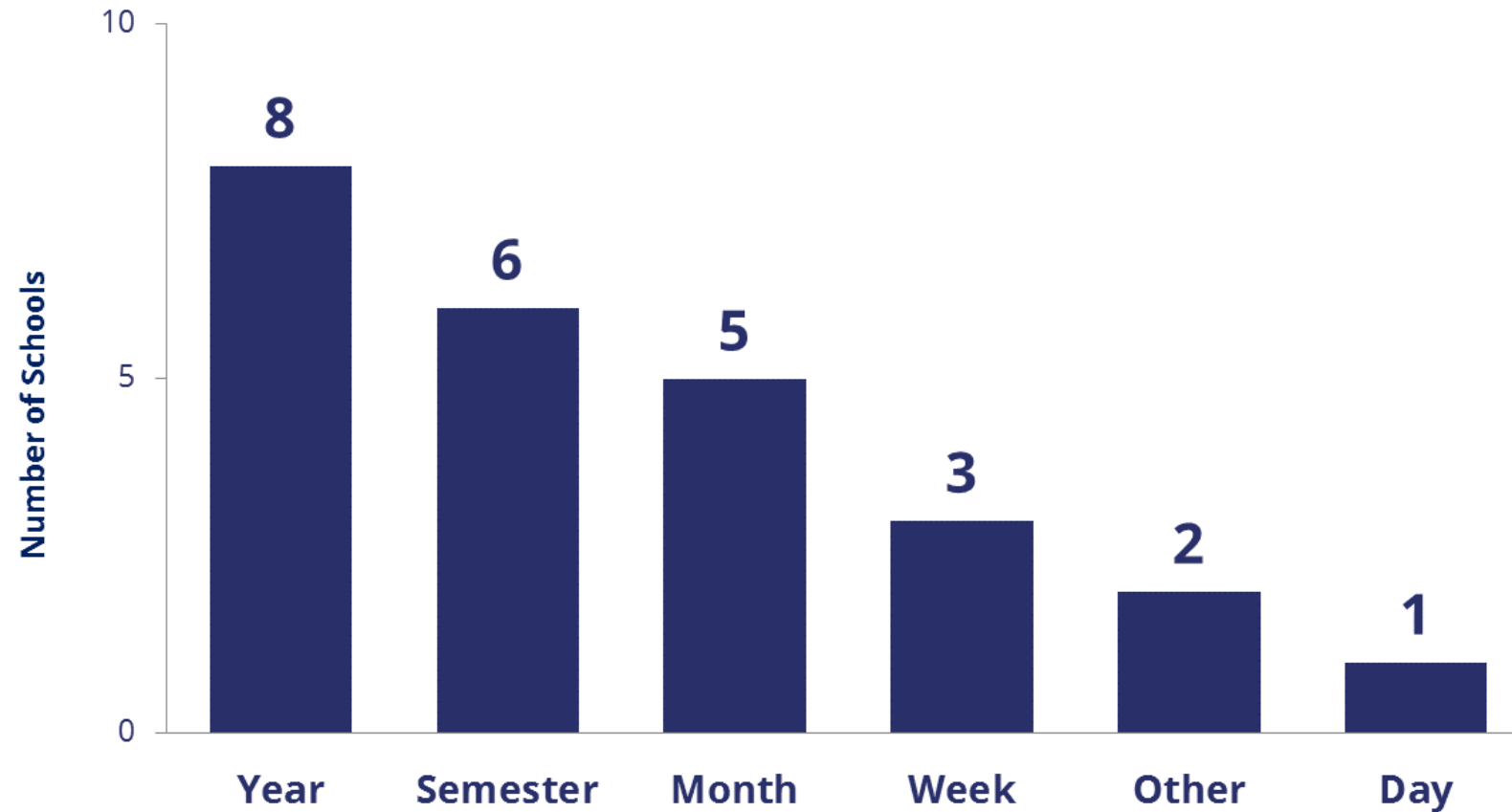
The background of the slide is a photograph of a university campus, featuring large trees and a classical building with columns. The entire image is covered with a semi-transparent blue overlay. Centered on this background is the text 'POLICIES AND PROCEDURES' in a large, white, bold, sans-serif font.

POLICIES AND PROCEDURES

ELIGIBILITY AND PRIORITY

- Most, but not all schools, have an official policy of eligibility
- All schools house faculty on temporary assignment (short- or long-term), and full-time faculty who are relocating
 - High rank or school-specific faculty often housed, too

LEASING PERIODS OFFERED



Note: Multiple responses possible. Dartmouth offers multi-term leases. Boston College offers leases up to a maximum of 2 years.



MANAGEMENT AND OPERATIONS

WHO PAYS FOR RENTALS?

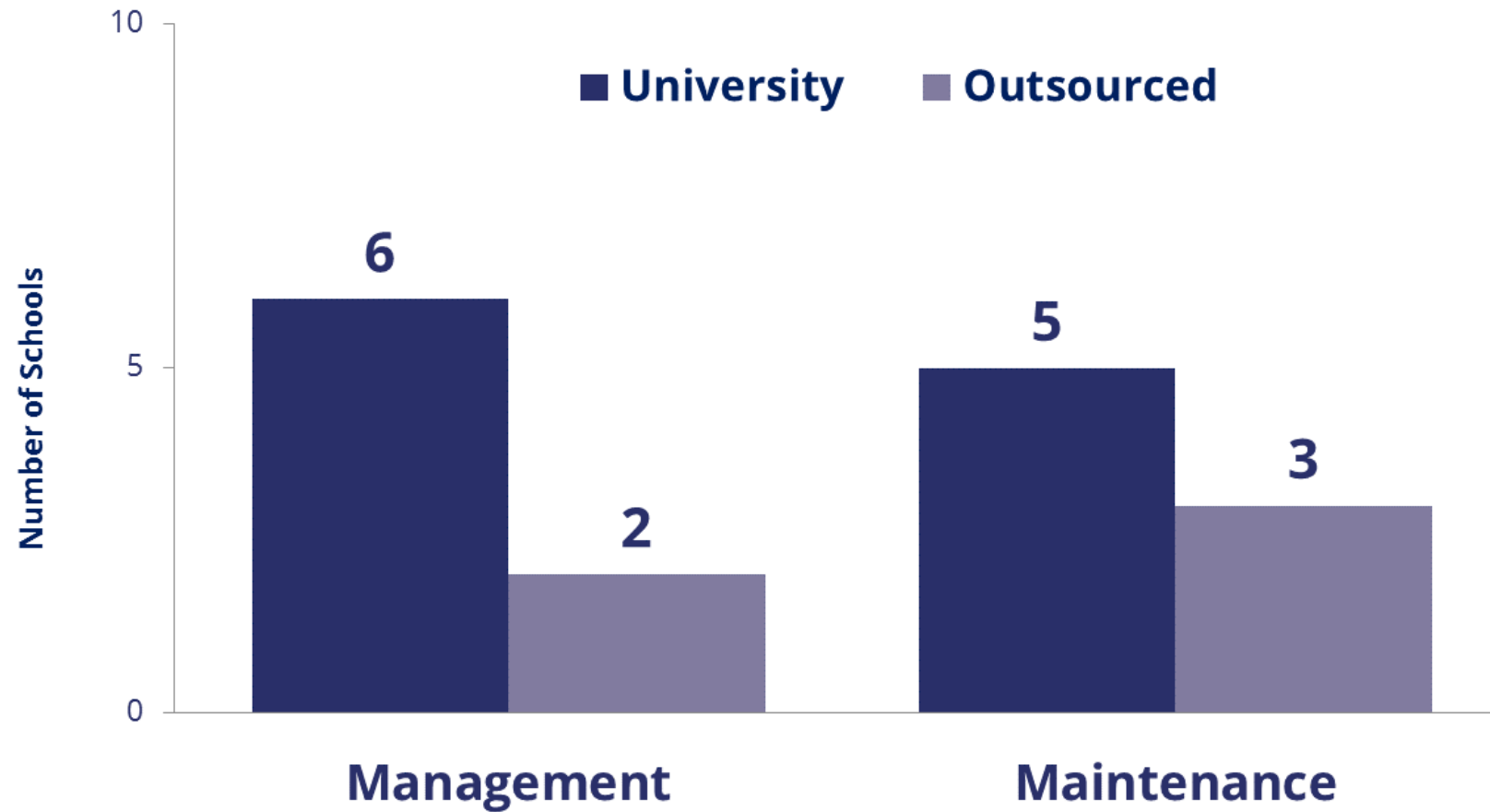
- In most cases, the individual or department pays for rentals
- At some institutions, a specific school or grant will pay

HOUSING MANAGEMENT

HOUSING OFFICE STRUCTURE

- **Some schools have a specific faculty/staff housing office, but for most schools it is part of an off-campus real estate office**
- **Roughly .75 - 2.75 full-time employees dedicated to short-term faculty housing at each school**

MANAGEMENT AND MAINTENANCE



Note: Multiple responses possible. Excludes WashU.

The background of the slide is a photograph of a university campus. It features a large, classical-style building with columns on the left, a wide walkway in the center, and several large trees. The entire image is covered with a semi-transparent blue filter. Overlaid on this background is the text 'RECOMMENDATIONS AND CONSIDERATIONS' in a bold, white, sans-serif font.

RECOMMENDATIONS AND CONSIDERATIONS

RECOMMENDATIONS

Consider flexible use of units for range of University populations, rather than designated units for faculty only

Furnished apartments are helpful especially for international faculty who are seeking furnished accommodations close to campus

New faculty have diverse housing needs:

Some looking for immediate permanent housing, others seeking short-term furnished housing

Provide range of services to cater to needs:

Consider what needs private market can meet, provide referrals and listings

Consider accessibility



TOWN OR GOWN

WHICH IS BEST?

- **Inventory**
- **Residential Competition**
- **Pricing**
- **Institutional Priorities**
- **Services**

IF GOWN IS BEST

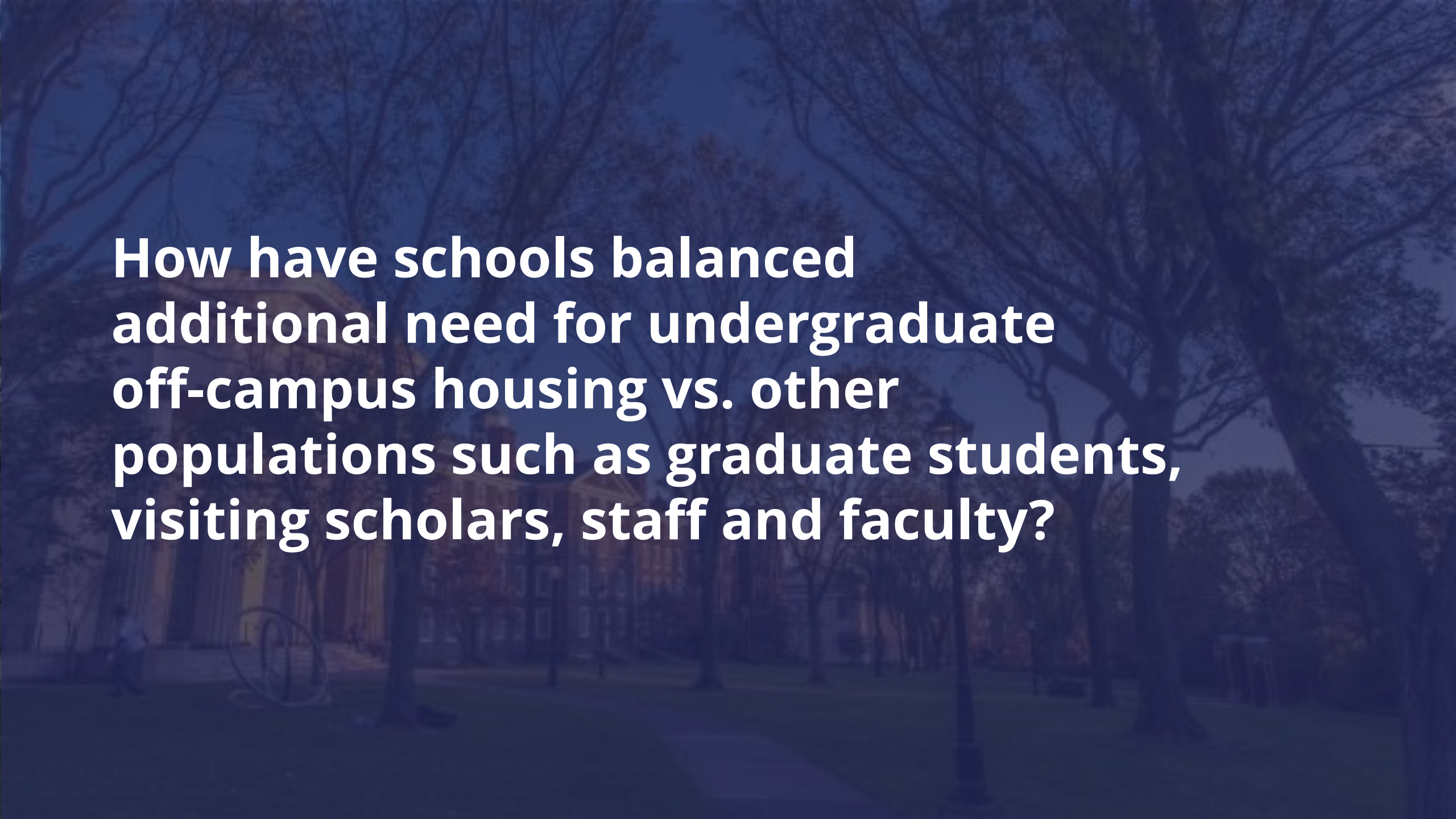
CONSIDER THE FOLLOWING

- **Architectural Style**
- **Faculty Input**
- **Demographics**



DISCUSSION

The background image is a blue-tinted photograph of a university campus. It features several large, leafy trees in the foreground and middle ground. In the background, there are several multi-story brick buildings with classical architectural elements like columns and pediments. A person is visible walking on a path on the left, and a large wheel-like sculpture is also visible. A black lamppost stands on the right side of the path.



How have schools balanced additional need for undergraduate off-campus housing vs. other populations such as graduate students, visiting scholars, staff and faculty?

A blue-tinted photograph of a university campus. In the background, there are several large, leafy trees and a multi-story brick building with a classical facade. In the foreground, a paved path leads through a grassy area with more trees. A person is visible walking on the path to the left. A black lamppost stands on the right side of the path. The overall scene is peaceful and academic.

**How has off-campus housing
inventory developed?**

A dark blue-tinted photograph of a university campus. In the background, there are several large, leafless trees and a large, classical-style building with columns. In the foreground, there is a grassy area with a few trees and a person walking. The overall scene is dimly lit, suggesting dusk or dawn.

Should off-campus housing be self-sustaining?

A blue-tinted photograph of a university campus. In the background, there is a large, multi-story building with a prominent portico and columns. The foreground is filled with numerous trees, some with bare branches and others with sparse leaves. A person is visible walking on a path on the left side of the image. A street lamp stands on the right side. The overall atmosphere is quiet and academic.

What changes in the off-campus private housing market have affected campus decisions?

A dark blue-tinted photograph of a university campus. In the background, there are several large, leafless trees and a multi-story brick building with a classical facade. In the foreground, a paved path leads through a grassy area with more trees. A person is visible walking on the path to the left. The overall atmosphere is quiet and academic.

At this point, is Town or Gown or a combination best for the campus you are familiar with?



As P3 projects for off-campus housing increase, what important learning lessons are there for design, development, and management, and for specific campus populations (students, staff, faculty)?

APPENDIX

HOUSING OFFICE WEBSITES

- **Brown:** http://www.brown.edu/Administration/Auxiliary_Housing/vsh/
- **Boston College:** <http://www.bc.edu/offices/auxsvcs.html>
- **Columbia:** <http://facilities.columbia.edu/housing/>
- **Dartmouth:** <https://realestate.dartmouth.edu/>
- **Harvard:** <http://www.huhousing.harvard.edu/faculty-and-employee-real-estate-services>
- **Northwestern:** <https://offices.northwestern.edu/detail/771>
- **Princeton:** <http://hres.princeton.edu/> and <http://offcampushousing.princeton.edu>
- **Stanford:** <http://fsh.stanford.edu>
- **WashU:** <http://www.offcampushousing.wustl.edu/Pages/default.aspx>

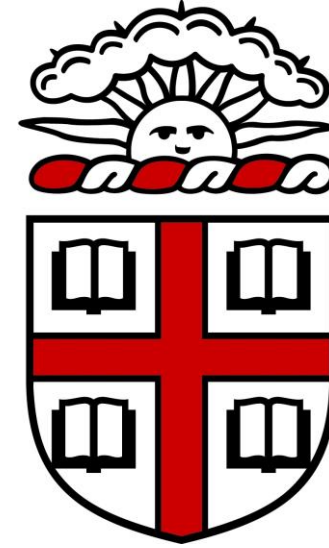
CONTACT INFORMATION

Rena Cheskis-Gold, Principal and Founder
Demographic Perspectives, LLC
rena@demographicperspectives.com

Tracy Mansour
Director, Auxiliary Housing
Brown University
tracy_mansour@brown.edu



Demographic Perspectives, LLC
www.demographicperspectives.com



Brown University
www.brown.edu