UNIVERSITY CONTRIBUTORS

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EXECUTIVE SUMMARY
HOUSING MASTER PLAN OVERVIEW

Cornell University initiated a Housing Master Planning process in January 2016 to provide a near- and long-term strategy for student housing that would optimize the University’s student housing portfolio, improve the student experience, support the University’s academic mission, and support the surrounding community’s goal of providing affordable housing. U3 Advisors and Design Collective were selected via a competitive process to lead the nine-month planning process. During this time, multiple stakeholders were consulted including students, faculty, staff, administrators, and officials from the City and Town of Ithaca and Tompkins County.

Cornell currently has the capacity to house less than half of its undergraduates and ten percent of its graduate and professional students. While Cornell’s housing portfolio includes a diverse array of housing configurations, there is not enough housing to meet demand and accommodate students in appropriate living environments that meet their developmental and programming needs. The lack of housing is particularly problematic for undergraduates, as fierce competition for a limited number of beds has resulted in a lottery system that creates intense anxiety among first-years and sophomores and difficulty living in one place on campus for more than one year. The sheer number of students living off-campus has also created tremendous upward pressure on rents in Collegetown without a corresponding increase in the quality of housing, exposing many students to dilapidated and sometimes unsafe living conditions. While many graduate and professional students live off-campus for reasons of affordability, many still seek a sense of community and compelling social experiences outside their academic disciplines. Demand for Cornell-owned and affiliated-housing is particularly strong among international students and students with families.
HOUSING MASTER PLAN DRIVERS

Over the course of the planning process, several recurring themes emerged including the lack of housing supply, deferred maintenance, student satisfaction, fairness and equity, unmet developmental needs, and off-campus challenges. Three main drivers of the Housing Master Plan emerged and provided a framework for specific recommendations to advance Cornell’s housing goals and objectives.

Deferred Maintenance

Address deferred maintenance in key residence halls:
- Balch Hall
- Clara Dickson Hall
- Risley Residential College
- West Campus Gothics

Capacity Growth for Current Students

- Increase the number of sophomores living on campus
- Relocate first-years out of townhouses
- De-densify overcrowded residence halls
- Renovate and/or supplement dining and recreation on North Campus
- Provide housing for themed group living

Capacity Growth for Future Students

- Provide capacity for enrollment growth: maximum of 400 new students per year
RESIDENTIAL PRINCIPLES & PROGRAMMATIC COMPONENTS

A series of objectives were identified over the course of the planning process, based on feedback from stakeholder interviews, meetings with students, and a review of existing conditions. Specific programmatic recommendations emerged and were tested with the Cornell community during open forums before being shared with the Board of Trustees in October 2016.

PRINCIPLES

• Provide a broad range of on-campus housing options
• Prioritize and provide a genuine guarantee for on-campus housing for first and second year students
• Make housing transfer students a high priority, and when possible, re-incorporate them into the housing guarantee
• Accommodate upper-level students as space is available with a focus on the West Campus House System
• Provide opportunities for faculty to be actively engaged in residential communities
• Allow students to be active participants in the design and creation of residential programs and play an active role in governing residential communities

PROGRAMMATIC RECOMMENDATIONS

• First-year students live on North Campus, in traditional residence halls and program houses with centralized dining
• Once space is available, first-year students will not be assigned to the North Campus Townhouses
• Second-year students are offered a greater variety of options, with dining varying based on the specific living situation
• More second-year students will have the option to remain on North Campus
• Continue to provide on-campus housing for upper-level students as available
• Explore implementation of a two-year on-campus residency requirement
• Explore the relationship between the West Campus Gothics and the West Campus House System
EXISTING CONDITIONS
EXISTING CONDITIONS SUMMARY

**Undergraduates**
Approximately 14,300 undergraduates were enrolled at Cornell during the 2015-2016 academic year. Cornell has the capacity to house approximately half (7,100) of its undergraduates and is the only Ivy League university that does not have an undergraduate housing requirement. While Cornell’s undergraduate housing portfolio includes a wide array of housing configurations including traditional residence halls, Living Learning Communities, and co-ops, there is not enough housing to meet demand and accommodate students in appropriate living environments that meet their programming and social needs. This lack of desired and appropriate inventory impedes Cornell’s ability to shape the student’s campus and college experience over the course of their academic careers. Fierce competition for a limited number of beds has resulted in a lottery system that creates anxiety among first-years and sophomores and difficulty living in one place on campus for more than one year. The sheer number of students living off-campus has also created upward pressure on rents in Collegetown without a corresponding increase in the quality of housing, exposing many students to dilapidated and sometimes unsafe living conditions. Increasing on-campus housing capacity is a critical objective of the Housing Master Plan to support academic success and integration into Cornell campus life and foster community among students.

**Graduate & Professional Students**
Approximately 5,300 graduate students and 2,300 professional students were enrolled at Cornell during the 2015-2016 academic year. At the time of the housing master planning process, Cornell had the capacity to house approximately 800 of its graduate and professional students. Starting Fall 2016, capacity decreased to approximately 400 beds due to the elimination of Hughes Hall and Maplewood. A private developer is redeveloping the latter and upon completion in Fall 2018 the redeveloped Maplewood complex will offer approximately 900 beds. Demand for Cornell-owned and affiliated-housing is particularly strong amongst international students and students with families. Though the vast majority of graduate and professional students live off-campus for reasons of affordability, many still seek a sense of community and compelling social experiences outside their academic disciplines.

**Deferred Maintenance**
Based on a 2015 study, Cornell faces $174 million in deferred maintenance in its residence halls and community buildings, including Robert Purcell Community Center and Helen Newman Hall on North Campus. These deficiencies range from outdated HVAC and MEP systems to broken masonry to windows in dire need of replacement. In addition, several residence halls require ADA-compliancy improvements, including elevators and bathrooms. The greatest needs occur in some of the University’s most iconic, historical residence halls, including Balch, Risley, and the Gothics. Addressing deferred maintenance is a key driver of the Student Housing Master Plan to ensure that students are living in safe environments that are on par programmatically with the rest of the University’s housing stock.
UNDERGRADUATES
UNDERGRADUATE ENROLLMENT

Total Undergraduate Enrollment (FY16Q1): 14,315 students

Freshmen: 3,247
Sophomores: 3,590
Juniors: 3,576
Seniors: 3,902

Source: IRP data
## UNDERGRADUATE HOUSING POLICIES

<table>
<thead>
<tr>
<th>Requirements</th>
<th>• Undergraduates are not required to live in campus housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guarantees</td>
<td>• Campus housing is guaranteed for first-years, sophomores, and incoming transfer students who meet housing deadlines (after Fall 2016, transfer students will no longer be guaranteed housing)</td>
</tr>
<tr>
<td>Selection Process</td>
<td>• First-year students are assigned to North Campus Housing (students may indicate lifestyle, roommate, and Program House preferences)</td>
</tr>
<tr>
<td></td>
<td>• Returning students enter into a spring lottery for campus housing (continuing occupancy process for returning Program House and West Campus residents)</td>
</tr>
<tr>
<td></td>
<td>• Fraternities and sororities conduct rush in the spring and have their own housing lotteries</td>
</tr>
<tr>
<td></td>
<td>• Co-ops “mosey” in the spring and have their own application process</td>
</tr>
<tr>
<td>Rate Structure</td>
<td>• Rate based on occupancy-type for residence halls, Program Houses, and West Campus; building quality and amenities are not components of the rental rate structure</td>
</tr>
<tr>
<td></td>
<td>• Fraternities, sororities and co-ops set their own rates</td>
</tr>
</tbody>
</table>

*Source: Student & Campus Life*
## CORNELL-OWNED HOUSING INVENTORY
### UNDERGRADUATE

<table>
<thead>
<tr>
<th>Type</th>
<th>Undergraduate Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collegetown</td>
<td>697</td>
</tr>
<tr>
<td>Co-ops</td>
<td>163</td>
</tr>
<tr>
<td>West Campus</td>
<td>1,873</td>
</tr>
<tr>
<td>North Campus</td>
<td>3,037</td>
</tr>
<tr>
<td>Program Houses</td>
<td>864</td>
</tr>
<tr>
<td>Cornell-owned Greek housing</td>
<td>515</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,149</strong></td>
</tr>
</tbody>
</table>

Cornell can accommodate **50%** of undergraduates in the facilities it owns.

Source: Cornell SCL Housing FY16Q1; IRP data; Office of the Dean of Students, Fraternity & Sorority Life
WHERE DO STUDENTS LIVE?

UNDERGRADUATE

Source: Cornell SCL Housing FY16Q1; IRP data; Office of the Dean of Students, Fraternity & Sorority Life

46% of undergraduates live in Cornell’s residence halls and co-ops

*48% including Cornell-owned fraternities and sororities
## UPPER-DIVISION STUDENTS
### CLASS BREAKDOWN BY LOCATION

<table>
<thead>
<tr>
<th>Location</th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-campus (Cornell owned)</td>
<td>2,135 (59%)</td>
<td>760 (21%)</td>
<td>440 (11%)</td>
</tr>
<tr>
<td>Fraternity &amp; sorority</td>
<td>724 (20%)</td>
<td>365 (10%)</td>
<td>132 (3%)</td>
</tr>
<tr>
<td>Off-campus</td>
<td>731 (20%)</td>
<td>2,451 (69%)</td>
<td>3,330 (85%)</td>
</tr>
<tr>
<td>Total</td>
<td>3,590</td>
<td>3,576</td>
<td>3,902</td>
</tr>
</tbody>
</table>

Includes Cornell-owned fraternities & sorority

Derived

FY16Q1 enrollment data
## Upper-Division Students Living in North Campus Today

### Table: Distribution of Students

<table>
<thead>
<tr>
<th></th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors (+S5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residence Halls</td>
<td>63</td>
<td>37</td>
<td>31</td>
</tr>
<tr>
<td>Program Houses</td>
<td>259</td>
<td>155</td>
<td>119</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>322</strong></td>
<td><strong>192</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

Most likely RAs

664 upper-division students live on North Campus

Source: SCL Housing Fall 2016_160404 (3 with Total Capacity).xlsx; FY16Q1 enrollment data (11,068 enrolled sophomores, juniors, and seniors)
## Fraternity & Sorority Capacity

### Spring 2016

<table>
<thead>
<tr>
<th>Ownership</th>
<th>Total Houses</th>
<th>Marketing Capacity</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fraternities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter</td>
<td>25</td>
<td>736</td>
<td>68%</td>
</tr>
<tr>
<td>Cornell</td>
<td>12</td>
<td>473</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Sororities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter</td>
<td>12</td>
<td>439</td>
<td>99%</td>
</tr>
<tr>
<td>Cornell</td>
<td>1</td>
<td>36</td>
<td>100%</td>
</tr>
</tbody>
</table>

- Marketing capacity defined as the number of beds publicized as available to members.
- Differs from legal capacity, which is the local municipality’s permitted number of occupants (full legal capacity for all fraternities unavailable, therefore not included here).
- Four fraternity chapters do not have houses (Alpha Phi Delta, Kappa Alpha, Sigma Chi Delta, Zeta Beta Tau).
- Sixteen MGLC chapters do not have a house.
- One sorority chapter does not have a house (Phi Mu).

Source: Revised Fraternity & Sorority Bed Capacity 5-1-16.xlsx
FRATERNITY & SORORITY OCCUPANCY
HOW MANY STUDENTS LIVE IN GREEK HOUSING?

<table>
<thead>
<tr>
<th></th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFC</td>
<td>367</td>
<td>319</td>
<td>120</td>
</tr>
<tr>
<td>MGLC</td>
<td>0</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Panhellenic</td>
<td>357</td>
<td>42</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>724</td>
<td>365</td>
<td>132</td>
</tr>
</tbody>
</table>

1,221 upper-division students live in Greek housing

Only Pi Delta Psi has a chapter house

Unquantified: Students who rush for housing, not for the desire to join a fraternity/sorority

Source: TOTAL Chapter Live-in by class SP16.xlsx; FY16Q1 enrollment data (11,068 enrolled sophomores, juniors, and seniors)
## SUB-OPTIMAL HOUSING SITUATIONS

<table>
<thead>
<tr>
<th>Type</th>
<th>Beds</th>
<th>Issue</th>
</tr>
</thead>
</table>
| First years in townhouses                                           | 248  | • Units are apartment-style  
• Little opportunity for spontaneous interaction outside the townhouse  
• Far from the rest of North Campus                                   |
| “Forced” beds in Balch, Jameson, HR 5, LR 6/7/9                     | 164  | • Singles turned into doubles, doubles turned into triples  
• Lounges converted to quintuples; loss of community space for residents |
| Students living in program houses who did not request them           | 30   | • “Us vs. them” mentality; students may not affiliate with PH identity                                                                                                                               |
| Singles in Dickson (96% occupied by first-years)                     | 363  | • Singles don’t promote community the same way doubles, triples & quads do  
• Important for first-years to learn how to communicate with roommates |
| **Total**                                                            | **805** |                                                                                                                                                                                                        |
GRADUATE & PROFESSIONAL STUDENTS
ENROLLMENT
GRADUATE & PROFESSIONAL

Total G&P Enrollment (FY16Q1): 7,589 students

42% of G&P students are international
30% of G&P students are married/partnered
8% of G&P students have children

Source: IRP
Policies

Rate Structure

- G&P students are not required to live in campus housing
- Campus housing is not guaranteed for G&P students
- First-come, first-serve assignment process (with some exceptions for students with families)
- Applicants may rank their preferences for building and room/apartment type
- Roommate matching for single students applying to live in a shared apartment
- Rate based on building and room occupancy
# Cornell-Owned Housing Inventory

**Graduate & Professional up to Fall 2015**

<table>
<thead>
<tr>
<th>Type</th>
<th>G&amp;P Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hasbrouck</td>
<td>365</td>
</tr>
<tr>
<td>Hughes</td>
<td>47</td>
</tr>
<tr>
<td>Maplewood</td>
<td>384</td>
</tr>
<tr>
<td>Thurston</td>
<td>22</td>
</tr>
<tr>
<td>13 South Avenue</td>
<td>29**</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>847</strong>*</td>
</tr>
</tbody>
</table>

*In addition, 37 G&P students can be accommodated in the residence halls (North and West Campuses, Collegetown) and the Program Houses*

**Temporary housing, will revert to the Greek system**

Cornell can accommodate **12%** of G&P students in the facilities it owns

*6% without Hughes & Maplewood*  

Source: Cornell SCL Housing FY16Q1; IRP data
CORNELL-OWNED OCCUPANCY
GRADUATE & PROFESSIONAL

10% of G&P students live in Cornell-owned housing

Source: Cornell SCL Housing FY16Q1; IRP data
DEFERRED MAINTENANCE
## DEFERRED MAINTENANCE
### RESIDENTIAL BUILDINGS

<table>
<thead>
<tr>
<th>Building</th>
<th>Building Deficiencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Campus Gothics</td>
<td>$55,764,430</td>
</tr>
<tr>
<td>North Campus Residence Halls</td>
<td>$42,624,086</td>
</tr>
<tr>
<td>Program Houses</td>
<td>$16,484,852</td>
</tr>
<tr>
<td>Graduate Housing (incl. Hasbrouck Community Center)</td>
<td>$15,436,000</td>
</tr>
<tr>
<td>Collegetown Residence Halls</td>
<td>$7,033,944</td>
</tr>
<tr>
<td>North Campus Townhouses</td>
<td>$5,436,274</td>
</tr>
<tr>
<td>West Campus Main Buildings</td>
<td>$2,254,997</td>
</tr>
<tr>
<td>Co-ops</td>
<td>$1,216,600</td>
</tr>
<tr>
<td>112 Edgemoor Lane</td>
<td>$623,856</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$147,785,039</strong></td>
</tr>
</tbody>
</table>

The deficiencies reflect construction estimates based on Facilities deferred maintenance data as to the cost to correct the deficiency. However, the deficiencies do not take programmatic upgrades or strategic needs into account and do not reflect actual construction or project costs.

Source: Cornell University Deferred Maintenance Backlog as of 10/20/2015
DEFERRED MAINTENANCE
BALCH & GOTHICS
DEFERRED MAINTENANCE
NORTH CAMPUS DINING & RECREATION

Robert Purcell Community Center
$17.3M in deferred maintenance

Major deficiencies:
• Deteriorating cantilevers
• MEP approaching critical failure
• Elevators

In addition:
• Need to expand capacity of commissary, catering, and Bear Necessities
• Dining will need to be expanded to support significant enrollment growth

Helen Newman Hall
$8.6M in deferred maintenance

Major deficiencies:
• MEP, air handling overtaxed and approaching critical failure
• Serious structural facility issues

In addition:
• Severely overcrowded
• Current aquatic facilities do not support intercollegiate athletics or community recreation needs
OFF-CAMPUS ANALYSIS
OFF-CAMPUS ANALYSIS SUMMARY

Over 50% of Cornell’s undergraduates and 90% of its graduate and professional students live off-campus. To help Cornell better understand this important population, U3 Advisors utilized Geographic Information Systems (GIS) mapping technology and other analytic techniques to identify and quantify where students live off-campus, their preferred neighborhoods/locations and price points, the unit types and amenities available to them, and the extent to which they are able to utilize TCAT vs. private cars. The scan helped to illustrate how residential living patterns connected to issues of housing affordability – particularly for graduate students – and to identify the extents to which students are “pushed” to off-campus housing by lack of on-campus availability vs. “pulled” by the unique qualities of off-campus living.

58% of undergraduates living off-campus live in Collegetown, which faces several challenges. Strong demand and constrained supply here has resulted in an environment in which landlords rarely need to compete for tenants. As a result, landlords are able to charge high rents for apartments that are dilapidated or in disrepair. The high demand for Collegetown housing has also resulted in a leasing cycle that takes place a year in advance of occupancy, forcing students to make decisions far in advance about where to live the next year. Many students have admitted that they were unprepared for living off-campus but felt they had no choice given limited on-campus housing options. Non-student renters are also competing for many of the same properties. High demand and low vacancy rates are contributing to the mounting upward pressure on rental rates for students and non-students alike. By increasing the number of students who live on-campus, Cornell has an opportunity to positively influence the nature of housing in Collegetown. A sizeable reduction in off-campus students means that landlords would have to compete for fewer students.

KEY FINDINGS:

• Undergraduate and graduate and professional students do not live in the same places in the same concentrations: over 90% of undergraduates cluster within 5-10 blocks of campus, while graduate and professional students are more widely dispersed throughout Ithaca and Lansing, clustering near apartment complexes directly serviced by a TCAT line

• Undergraduates are more likely to live in converted apartment homes, while graduate and professional students tend to live in apartment complexes/buildings

• Rents in Collegetown are growing at a much faster rate than Ithaca or Tompkins County as a whole and rents are the most expensive there than in any other neighborhood across all rental categories
OFF CAMPUS GEOGRAPHY

TOTAL COMPS
555

UNIQUE PROPERTIES
327

BY BEDROOM

15% 25% 20% 40%

1BR 2BR 3BR 4BR+

SOURCES
ZILLOW/TRULIA
CRAIGSLIST
APARTMENTS.COM
YORANO
ITHACARENTS
CALLS TO PROPERTIES
<table>
<thead>
<tr>
<th>ID</th>
<th>Geography</th>
<th>UG %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Collegetown</td>
<td>58%</td>
</tr>
<tr>
<td>2</td>
<td>Univ Village</td>
<td>12%</td>
</tr>
<tr>
<td>3</td>
<td>Belle Sherman</td>
<td>9%</td>
</tr>
<tr>
<td>4</td>
<td>Cornell Hghts</td>
<td>9%</td>
</tr>
<tr>
<td>5</td>
<td>East Village</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>6</td>
<td>North Campus</td>
<td>1%</td>
</tr>
<tr>
<td>7</td>
<td>Downtown</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>8</td>
<td>Fall Creek</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>9</td>
<td>South Hill</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>10</td>
<td>Cayuga Hghts</td>
<td>1%</td>
</tr>
<tr>
<td>11</td>
<td>NE Ithaca</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>12</td>
<td>Lansing</td>
<td>1%</td>
</tr>
<tr>
<td>13</td>
<td>East Ithaca</td>
<td>&lt;1%</td>
</tr>
</tbody>
</table>

Source: Cornell Registrar, February 2016
UNDERGRADUATES
WALKABILITY IS KEY

How Many Minutes Does it Take an Undergraduate to Walk to Class?

<table>
<thead>
<tr>
<th>Estimated Walk in Minutes</th>
<th>% of Undergraduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5</td>
<td>0%</td>
</tr>
<tr>
<td>5 to 10</td>
<td>10%</td>
</tr>
<tr>
<td>10 to 15</td>
<td>20%</td>
</tr>
<tr>
<td>15 to 20</td>
<td>30%</td>
</tr>
<tr>
<td>20 to 25</td>
<td>40%</td>
</tr>
<tr>
<td>&gt; 25</td>
<td>0%</td>
</tr>
</tbody>
</table>

On Campus Average 12 min

Source: Cornell Registrar, February 2016
## GRADUATE & PROFESSIONALS

**SUMMARY**

*Extrapolated to total Graduate/Professional Population*

### ID | Geography      | UG % | GP %
--- |----------------|------|------
1   | Collegetown    | 58%  | 18%  |
2   | Univ Village   | 12%  | 6%   |
3   | Belle Sherman  | 9%   | 7%   |
4   | Cornell Hghts  | 9%   | 4%   |
5   | East Village   | <1%  | 5%   |
6   | North Campus   | 1%   | <1%  |
7   | Downtown       | <1%  | 14%  |
8   | Fall Creek     | <1%  | 9%   |
9   | South Hill     | <1%  | 5%   |
10  | Cayuga Hghts   | 1%   | 4%   |
11  | NE Ithaca      | <1%  | 4%   |
12  | Lansing        | 1%   | 7%   |
13  | East Ithaca    | <1%  | 3%   |

### # of G&P Students

- <5
- 25-50
- 5-25
- >50

Source: Cornell Registrar, February 2016
G&P STUDENTS
AWAY FROM UNDERGRADUATES

<table>
<thead>
<tr>
<th>ID</th>
<th>Geography</th>
<th>UG %</th>
<th>GP %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Collegetown</td>
<td>58%</td>
<td>18%</td>
</tr>
<tr>
<td>2</td>
<td>Univ Village</td>
<td>12%</td>
<td>6%</td>
</tr>
<tr>
<td>3</td>
<td>Belle Sherman</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>4</td>
<td>Cornell Hghts</td>
<td>9%</td>
<td>4%</td>
</tr>
<tr>
<td>5</td>
<td>East Village</td>
<td>&lt;1%</td>
<td>5%</td>
</tr>
<tr>
<td>6</td>
<td>North Campus</td>
<td>1%</td>
<td>&lt;1%</td>
</tr>
<tr>
<td>7</td>
<td>Downtown</td>
<td>&lt;1%</td>
<td>14%</td>
</tr>
<tr>
<td>8</td>
<td>Fall Creek</td>
<td>&lt;1%</td>
<td>9%</td>
</tr>
<tr>
<td>9</td>
<td>South Hill</td>
<td>&lt;1%</td>
<td>5%</td>
</tr>
<tr>
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<td>Cayuga Hghts</td>
<td>1%</td>
<td>4%</td>
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<td>11</td>
<td>NE Ithaca</td>
<td>&lt;1%</td>
<td>4%</td>
</tr>
<tr>
<td>12</td>
<td>Lansing</td>
<td>1%</td>
<td>8%</td>
</tr>
<tr>
<td>13</td>
<td>East Ithaca</td>
<td>&lt;1%</td>
<td>3%</td>
</tr>
</tbody>
</table>

*Extrapolated to total Graduate/Professional Population

Source: Cornell Registrar, February 2016
How Many Minutes Does it Take a G&P Student to Walk to Class

<table>
<thead>
<tr>
<th>Estimated Walk in Minutes</th>
<th>% of G&amp;P Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 5</td>
<td>0%</td>
</tr>
<tr>
<td>5 to 10</td>
<td>10%</td>
</tr>
<tr>
<td>10 to 15</td>
<td>20%</td>
</tr>
<tr>
<td>15 to 20</td>
<td>30%</td>
</tr>
<tr>
<td>20 to 25</td>
<td>40%</td>
</tr>
<tr>
<td>&gt; 30</td>
<td>50%</td>
</tr>
</tbody>
</table>

On Campus Average: 17 min

G&P STUDENTS
WALKABILITY LESS IMPORTANT

Source: Cornell Registrar, February 2016
G&P STUDENTS
TCAT DEPENDENCE

75% of all G&P students live within a 5-minute walk of one of these regular, year-round TCAT Lines

<table>
<thead>
<tr>
<th>Route</th>
<th>Access with 5-Minute Walk</th>
<th>UG</th>
<th>G&amp;P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route 10</td>
<td>75%</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Route 30</td>
<td>71%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>Route 31</td>
<td>31%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Route 32</td>
<td>64%</td>
<td>42%</td>
<td></td>
</tr>
<tr>
<td>Route 43</td>
<td>31%</td>
<td>26%</td>
<td></td>
</tr>
<tr>
<td>Route 51</td>
<td>66%</td>
<td>43%</td>
<td></td>
</tr>
<tr>
<td>Route 82</td>
<td>6%</td>
<td>11%</td>
<td></td>
</tr>
</tbody>
</table>
### TYPES OF OFF-CAMPUS RENTAL HOUSING

<table>
<thead>
<tr>
<th><strong>Apartment Building/Complex</strong></th>
<th><strong>Apartment in Converted Home</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>These include major apartment complexes or dedicated apartment buildings/facilities. They often (though not always) offer greater amenities and come with regular, secure property management.</td>
<td>These include a variety of 1+ BRs, carved from old Single or Multi-Family Homes. Students often share 3BR+ apartments in these facilities. Secure and regular property management is less frequent.</td>
</tr>
<tr>
<td><strong>40%</strong></td>
<td><strong>60%</strong></td>
</tr>
<tr>
<td>Undergraduates</td>
<td>Undergraduates</td>
</tr>
<tr>
<td><strong>48%</strong></td>
<td><strong>52%</strong></td>
</tr>
<tr>
<td>G&amp;P</td>
<td>G&amp;P</td>
</tr>
</tbody>
</table>
# WHAT IS THE COST TO UNDERGRADUATES

## PRICE PER BEDROOM BY SELECT TYPES

<table>
<thead>
<tr>
<th>Units = $ per Bed</th>
<th>% Population</th>
<th>1BR in Apartment</th>
<th>2BR in Apartment</th>
<th>1BR in Converted</th>
<th>3BR+ in Converted</th>
<th>On Campus*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collegetown</td>
<td>58%</td>
<td>$1,300</td>
<td>$1,050</td>
<td>$900</td>
<td>$760</td>
<td></td>
</tr>
<tr>
<td>University Village</td>
<td>12%</td>
<td>$1,130</td>
<td>$775</td>
<td>$900</td>
<td>$610</td>
<td>$780</td>
</tr>
<tr>
<td>Belle Sherman</td>
<td>9%</td>
<td>$1,350</td>
<td>$960</td>
<td>$920</td>
<td>$730</td>
<td></td>
</tr>
<tr>
<td>Cornell Heights</td>
<td>9%</td>
<td>$1,020</td>
<td>$650</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

* On campus comparison: Single, as the majority of off-campus students would be living in their own bedroom. The rent is amortized over a 12 month period. Prices taken from at: [http://living.sas.cornell.edu/live/contracts/rates/undergradrates.cfm](http://living.sas.cornell.edu/live/contracts/rates/undergradrates.cfm)
## What is the Cost to G&P Students
### Price per Bedroom by Select Types

<table>
<thead>
<tr>
<th>Units = $ per Bed</th>
<th>% Population</th>
<th>1BR in Apartment</th>
<th>2BR in Apartment</th>
<th>1BR in Converted</th>
<th>3BR+ in Converted</th>
<th>On Campus*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collegetown</td>
<td>18%</td>
<td>$1,300</td>
<td>$1,050</td>
<td>$900</td>
<td>$760</td>
<td>$1,070</td>
</tr>
<tr>
<td>University Village</td>
<td>6%</td>
<td>$1,130</td>
<td>$775</td>
<td>$900</td>
<td>$610</td>
<td>$815</td>
</tr>
<tr>
<td>Belle Sherman</td>
<td>7%</td>
<td>$1,350</td>
<td>$960</td>
<td>$920</td>
<td>$730</td>
<td></td>
</tr>
<tr>
<td>Downtown</td>
<td>14%</td>
<td>$1,100</td>
<td>$960</td>
<td>$1,030</td>
<td>$590</td>
<td></td>
</tr>
<tr>
<td>Fall Creek</td>
<td>6%</td>
<td>N/A</td>
<td>N/A</td>
<td>$950</td>
<td>$600</td>
<td></td>
</tr>
<tr>
<td>South Hill</td>
<td>5%</td>
<td>$1,000</td>
<td>N/A</td>
<td>$1,000</td>
<td>$630</td>
<td></td>
</tr>
<tr>
<td>Lansing</td>
<td>8%</td>
<td>$1,050</td>
<td>$680</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>East Hill Plaza</td>
<td>5%</td>
<td>N/A</td>
<td>$750</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

*On campus comparison: For a 1BR utilizes Hasbrouck Rental; for 2BR utilizes Thurston Court Rental. Prices taken from http://living.sas.cornell.edu/live/contracts/rates/gradprofrates.cfm
According to Census data, rents in Collegetown are growing at a much faster rate than Ithaca or Tompkins County as a whole.

CITY OF ITHACA INTERVENTIONS

• The City of Ithaca has stepped in to 1) entice developers to build in Collegetown and consequently increase the housing supply and 2) make the area itself more attractive

• Collegetown rezoning to concentrate student housing within City of Ithaca
  o Form-based zoning ordinance adopted in 2014; details permitted land uses and densities as well as form and appearance of buildings
  o Density increased from 4 to 6 stories

• Design guidelines
  o Guidelines will be paired with form-based zoning ordinance to ensure effective and attractive design: functional entries, active street uses, setbacks, green space, etc.
  o Review process underway this fall with the public

• Streetscape improvements
  o City in the process of pursuing grant funding for improvements such as landscaping and improved bus shelters
## DEVELOPMENT PIPELINE

City of Ithaca Housing-Focused Development Projects
as of 8-2-16

<table>
<thead>
<tr>
<th>Status</th>
<th>Project Name</th>
<th>SQ. FT Commercial</th>
<th>Apts</th>
<th>Low/ Mod Income</th>
<th>For Rent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under Construction</td>
<td>327 Eddy St. Mixed-Use Apartment Building</td>
<td>4,100</td>
<td>22</td>
<td>56</td>
<td>62,800 468 59 361 683</td>
</tr>
<tr>
<td>Under Construction</td>
<td>Dryden South Mixed-Use Project</td>
<td>2,100</td>
<td>10</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Under Construction</td>
<td>Collegetown Crossing</td>
<td>5,000</td>
<td>50</td>
<td>96</td>
<td></td>
</tr>
<tr>
<td>Under Construction</td>
<td>Collegetown Terrace Apts - Building 7</td>
<td>N/A</td>
<td>235</td>
<td>415</td>
<td></td>
</tr>
<tr>
<td>In Review</td>
<td>201 College Ave Apartments</td>
<td>N/A</td>
<td>44</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Under Construction</td>
<td>Carey Building (downtown micro- apts)</td>
<td>3,600</td>
<td>16</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Under Construction</td>
<td>210 Hancock Street</td>
<td>10,000</td>
<td>59</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>In Review</td>
<td>301 E State St - City Centre Project</td>
<td>10,000</td>
<td>245</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>In Review</td>
<td>Dewitt House - Age Restricted Housing</td>
<td>3,000</td>
<td>40</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>In Review</td>
<td>Harold Square- The Commons</td>
<td>25,000</td>
<td>108</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTALS</td>
<td></td>
<td></td>
<td>361</td>
<td>683</td>
<td></td>
</tr>
</tbody>
</table>

**Current Projects 2016**

**Anticipated Collegetown Projects for 2017-2020**

- College & Catherine St - Approx. 100 apartments with 180 beds and ground floor commercial
- 100 Block of College Ave - Approx. 70 units
- Corner of College & Dryden - Unit count unknown
- Gun Hill - Unit count unknown

**See attached sheet for more information about where development is expected to occur**

**Anticipated Downtown Projects for 2017-2020**

- Aurora & Seneca - Approx. 85 units with 8,000 SF of ground floor commercial
- Chainworks District - up to 915 units

Source: City of Ithaca, Department of Planning, 8/2/2016
STAKEHOLDER ENGAGEMENT & FEEDBACK
STAKEHOLDER ENGAGEMENT SUMMARY

U3 Advisors and Design Collective engaged with many Cornell stakeholders over the nine-month planning process to collect feedback on the University’s existing housing and test concepts and ideas. The planning team worked closely with a 21-member Working Group with representatives from a number of different units within Cornell to shape and build the Housing Master Plan. In addition, the planning team participated in interviews, meetings, phone calls, workshops, and open forums with students, faculty, administration, community members, and representatives from the Town and City of Ithaca and Tompkins County. Online surveys were issued to undergraduate and graduate and professional students to solicit broad feedback on a number of aspects of student and campus life, with a particular focus on the student housing experience at Cornell.

Discussion topics included the physical conditions of existing housing inventory, North Campus and West Campus, residence life programming, the Greek system, the housing lottery, off-campus housing, and potential financial constraints related to new and/or renovated housing. The key points of feedback can be organized into three categories: programmatic, physical, and cultural.
STAKEHOLDER ENGAGEMENT SUMMARY

KEY FINDINGS

Programmatic
• Many students and staff spoke of a lack of continuity in the student housing experience, with students having a “one foot out the door” mentality as they quickly begin planning for their next year of housing
• Many first-years and sophomores live in housing configurations that are not developmentally appropriate
• Sophomores in particular are pulled off campus too quickly and often before they are ready, either through pressure to sign off-campus leases or Greek rush in order to hedge against the lottery system
• The West Campus House System works well for most of its residents, but despite Cornell’s efforts, students living in the Gothics are not as fully integrated into the house community
• Graduate students seek affordable housing and must often live far away from campus in order to find it
• International students encounter unique challenges in their search for off-campus housing

Physical Conditions & Inventory
• Significant deferred maintenance in certain buildings, like Balch and the Gothics, have a clear and material impact on the quality of the student experience compared to other students in newer buildings
• Collegetown residence halls lack adequate social/program spaces compared to their North and West Campus peers
• Off-campus housing is expensive for many students and there are many concerns about safety in aging housing stock

Cultural & Equity
• While Cornell’s housing rate structure promotes economic housing equity, there is not parity when it comes to the quality of residential buildings, which strongly impacts student experience and satisfaction
• There are limited campus housing options for students with disabilities
WORKING GROUP & ADVISORY COMMITTEES

<table>
<thead>
<tr>
<th>Working Group</th>
<th>Advisory Committees</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-member committee charged to work directly with the consultants to shape and build the Housing Master Plan</td>
<td>Sub-committees of the Working Group charged with conducting research or other work to help inform the Master Plan</td>
</tr>
</tbody>
</table>
| • Student and Campus Life  
  o Finance & Administration  
  o Campus Life Enterprise Services  
  o Residential & Event Services  
  o Residential & New Student Programs  
  o Planning & Assessment  
  o Office of Fraternities, Sororities & Independent Living | • Community Advisory Committee  
• Greek Advisory Committee |
| • Admissions & Financial Aid  
• Infrastructure Properties & Planning/ University Architect  
• University Budget Office/ Capital Planning  
• Office of Community Relations  
• West Campus House System  
• Student Assembly  
• Graduate & Professional Student Assembly  
• Undergraduate and Graduate/Professional Student Members of the Board of Trustees |
STUDENT ENGAGEMENT

STUDENT STAKEHOLDER MEETINGS
U3 Advisors and Design Collective met with over 40 students during the planning process. A broad cross-section of undergraduate and graduate and professional students was represented including domestic, international and transfer students, and those living in North Campus residence halls, the West Campus House System, co-ops, Program Houses, fraternities and sororities, and off-campus. The Housing Master Plan Working Group also included representatives from the Undergraduate and Graduate Student Assemblies.

STUDENT SURVEY
Separate online housing surveys for undergraduates and graduate and professional students were developed to obtain feedback on their satisfaction with current housing and preferences for future housing. The survey was open from March 18-30, 2016 and was issued to a sample of the student body: 3,900 undergraduates and 2,100 graduate and professional students. There was a 36% response rate for undergraduates and 28% response rate for graduate and professional students.
OPEN FORUMS

• Two forums held on campus 9/28/16 to share the purpose of the Housing Master Plan and key concepts
  o Development on North Campus
  o Additional housing for sophomores
• Attendance: 50-60 people, including students, faculty, staff, neighbors, and community representatives

STUDENT SATISFACTION
CURRENT HOUSING

• Students are generally satisfied with their current housing, but their experience depends on where they live
  o On vs. off-campus
  o North vs. West vs. Collegetown
  o Residence hall vs. small group living
• Stakeholders viewed Cornell’s wide range of housing options as a positive, noting the variety in the type of housing as well as architecture
• Certain types of housing recognized for fostering very strong senses of identity and community, especially co-ops, Program Houses, and fraternities and sororities
I personally lived at Akwe:kon for three years before moving off campus. The small, intimate sized program house was instrumental in my success my first few years. The small size leads to a close knit community feeling that is strengthened through programming. I don’t know how well I would have done if I lived in the large residence halls. I probably would have been more of an introvert and not made as many friends.

Notes: Overall satisfaction is moderate in all areas. Off-campus residents were significantly more satisfied than on-campus residents with social interactions and good value for cost. For on-campus residents, lowest satisfaction is with good value for cost (3.1). Opportunities for social interaction: Program house residents and Greeks residents have higher satisfaction compared to other on-campus residents; Cascadilla and Sheldon Court residents have lower satisfaction.
STUDENT SATISFACTION
NORTH CAMPUS

• The First Year initiative has been a success
  o Robust, popular with students
  o Good support system in place (programming, Faculty-in-Residence)
  o Many North Campus buildings are well-designed and programmed (CKB, Mews, Donlon)

• Initiative has had the unintended effect of social division across campus
  o Upper-level students view North Campus as “first-years only” (despite the fact there are 800 non-first-years living there now)
  o Few opportunities for first-year students to be exposed to other class years outside the classroom (exception on North is Risley)
  o Lost opportunities for mentorship
STUDENT SATISFACTION
WEST CAMPUS

• New West Campus main buildings support Cornell’s academic mission, promote a sense of community, and are very popular with students
  o Many residents initially attracted by the new facilities instead of the academic component
• Experience differs greatly depending on whether a student lives in a main building or a Gothic building
• Many incoming students are unaware that West Campus is unable to accommodate all sophomores, let alone a majority
  • 36% of sophomores currently housed in West Campus (22% in main buildings)

I have lived on West Campus for 3 years and I can tell you that the mission of the West Campus system is largely missing the target. When West is the only possible housing option for respondents after freshman year, most respondents are [not] signing up to participate in a 'learning community,' they are signing up because they want housing. So until there are more options for people that just want on campus housing, the West Campus system will not succeed in its goals. Most people just want a nice place to live that isn't an apartment that is run by a college town slum lord where it is clean and has access to typical dorm amenities like a dining hall, laundry, etc.
FAIRNESS & EQUITY
NORTH VS. WEST CAMPUS VS. COLLEGETOWN

• Students, faculty and staff highly aware of the disparity in resources between West Campus, North Campus, and Collegetown
  o More faculty resources devoted to West Campus but only a fraction of students benefit
    ▪ 150 faculty in West, 90 in North, 0 in Collegetown
  o Centralized dining in North Campus does not promote the same sense of community as West Campus’s decentralized dining system
• Collegetown residence halls lack many of the programming elements found in North and West (faculty engagement, robust community/social spaces, etc.); West has more amenity space available than North

You don’t have to work hard to be social in West Campus because the facilities are designed to foster interaction.

I think that the West Campus housing system… wastes a lot of space and excludes students who were not lucky enough to be the chosen ones, and could easily house many more students (or have multiple fitness centers) if there was not a dining hall in each house. Really, all the freshmen eat in two dining halls on north; the West Campus students do not need five.
FAIRNESS & EQUITY
HOUSING QUALITY, RATE STRUCTURE, AND ACCESSIBILITY

- Current rate structure is based on occupancy, which allows Cornell to avoid economically-stratified housing
- While there is economic housing equity, there is not parity when it comes to the quality of residential buildings
- Greatest inequity perceived between West Campus and the rest of campus
  - Housing rate structure does not account for the “newness” of the West Campus main buildings, amount of amenities, and faculty resources
  - A student living in a double in Baker pays the same amount for a student living in a double in Bethe, but with a vastly different experience
  - Significant deferred maintenance in certain buildings, like Balch and the Gothics, have a clear and material impact on the quality of the student experience compared to other students in newer buildings
- Students with disabilities currently have very limited options for campus housing
  - ADA accessibility in the residence halls must be comprehensively addressed as part of the Housing Master Plan

Housing at Cornell should be more egalitarian. As it stands, only a few people get the best slots on West Campus, while everyone else faces the danger of having to live in rundown, remote locations like Schuyler. These few lucky individuals get to live on West Campus with air conditioning, in-house dining, gigabit Ethernet. Everyone else must walk long distances to dining halls (especially Cascadilla and Sheldon), have no air conditioning, no suites, and incredibly slow Ethernet. Housing is a stressful and often traumatic experience. The 50% of students that don’t get housing are thrown to the Ithaca slumlords to be exploited. This must change.

Housing is very difficult for low income students. We often must choose between prohibitively expensive on-campus housing or unsafe housing with careless landlords. I think that a cost scheme should be introduced to the dorms on campus (gothics should be cheaper than the newer buildings on West, Dickson or other old buildings on North should be cheaper than air conditioned ones like CKB and Mews. Schuyler cheaper than Sheldon court based on campus proximity).
DEVELOPMENTAL NEEDS
FIRST-YEARS & SOPHOMORES

• First-year and sophomore student developmental needs require appropriate housing configurations

• While housing is guaranteed for first-years and sophomores, many are not living in an optimal environment due to constrained supply
  o Many first-years in sub-optimal housing (townhouses, too many singles) that does not promote community building. Others live in forced doubles, triples, and Program Houses they don’t affiliate with.
  o Too many sophomores live off-campus, many before they are prepared to. Subsequent impacts include:
    ▪ Pressure on the Greek system, as some students rush for housing instead of community
    ▪ Pressure on Collegetown rental market, as strong student demand depletes inventory and pushes rent up
    ▪ Many sophomores living in substandard off-campus housing in Collegetown, under lease agreements they may not fully understand
    ▪ Unintended consequences for the West Campus House System, as students seek to live there for the quality instead of the experience

I lived as a freshman in a townhouse and really did not like it … It had a lot of amenities, which were extremely nice, but I did not develop much of a relationship with my roommates or people in my housing block.

Cornell’s policy of placing students in program houses they didn’t request creates two separate communities: people who want to be there vs. the outsiders who don’t want to be there and it’s detrimental to the whole community.
LACK OF CAMPUS HOUSING

• The lack of desired and appropriate inventory prevents Cornell from more strongly influencing where students live at different points of their academic experience.

• At the start of the academic year, first-years and sophomores are already focusing on housing choices for the following year; results in a “one foot out the door” mentality.

• There is little opportunity for students to remain in one place for more than a year.

• Lack of Cornell supply creates tremendous upward pressure on rents in Collegetown and other areas as students seek housing off-campus.

• Students expressed strong interest in apartment-style housing and more co-ops.

I would really like to see the inclusion of more on-campus housing. I’m becoming an RA because I want the option to remain on campus without worrying about how to do it. The housing lottery system is a complete nightmare, and I was luckily able to avoid it because of my selection as an RA. I wish the housing selection process was much less stressful, and there were options for everyone. Most people I know were, in their words, ‘Screwed over by the housing lottery.’ I also believe there should absolutely be a place for everyone on campus if they choose to stay here. Cornell is the only school I applied to that doesn't guarantee housing for all four years, and I believe we'd have a much stronger sense of community if that option were available to us. Off-campus living is part of the culture here, but I wish that it were easy to stay on campus if we so choose.
LACK OF CAMPUS HOUSING
LOTTERY SYSTEM

• Cornell’s lack of housing manifests itself in a lottery process that creates tremendous stress and anxiety for first-years and sophomores
• Many students commented on the detrimental impact the lottery had on their friendships and in some cases, academics
• To avoid stress, many students forgo the lottery and choose to look for off-campus housing instead
  o Faculty, staff concerned that some students are living off-campus too soon, before they are emotionally and mentally ready to do so
• While the Student Assembly is in the process of submitting a formal request to modify the lottery system, the lottery will not fundamentally improve until there is more inventory
LACK OF CAMPUS HOUSING
SURVEY ANALYSIS: HOW MANY STUDENTS WANTED TO LIVE ON CAMPUS THIS YEAR?

- Many more respondents wanted to live on campus than actually did this year, for all class years

In addition to the survey results, the Cornell Housing Office reported that in fall 2016, 250 students were turned away from campus housing. This includes students who requested housing after General Room Selection. Also in fall 2016, 50 upper-level students were released from their housing contracts to free up beds for incoming first-year and transfer students.
LACK OF CAMPUS HOUSING
UNMET DEMAND QUANTIFIED FROM SURVEY

<table>
<thead>
<tr>
<th>Class Year</th>
<th>Estimated Unmet Demand for On-Campus Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sophomores</td>
<td>225</td>
</tr>
<tr>
<td>Juniors</td>
<td>160</td>
</tr>
<tr>
<td>Seniors</td>
<td>125</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>510</strong></td>
</tr>
</tbody>
</table>

- Based on percentages of off-campus respondents who indicated they would like to have lived on campus this year, and applied to total number of Cornell students by class year.
- Conservative estimates are based on the likelihood of students choosing on-campus and taking into consideration the fact that the survey allowed students could choose more than one option (so they could have indicated an on- and off-campus location).
LACK OF CAMPUS HOUSING
SURVEY ANALYSIS: PRIORITIZING IDEAL HOUSING OPTIONS BY CLASS YEAR

• All respondents indicated a desire for more on-campus housing, including apartments for upper division (sophomore, junior, senior) students and additional houses like the West Campus House System

• More upper division students indicated there should be additional Cornell housing options in Collegetown

Notes: The difference between Freshmen and Upper Division Students is statistically significant on the items: Additional houses like the House system and Additional Cornell housing options in Collegetown.
LIVING OFF-CAMPUS

- Living off-campus will continue to remain popular with upper-level students seeking independence, single bedrooms, the opportunity to live with friends, and no meal plan
- 58% of students who live off-campus live in Collegetown, which has unique challenges
  - While new development has occurred in the last few years, much of the area’s housing stock is run down, resulting in unsafe and sub-standard living conditions
  - Collegetown rents are rapidly rising, for both sub-par apartments/houses as well as the newer, more expensive developments
  - Fierce competition for housing results in students agreeing to commit to a lease a year in advance of actual occupancy

My favorite thing about living off campus is being close to my friends in a semi-independent setting. If I could I would have lived off campus with them for 3yrs instead of just 2. It's also been great having sizable rooms, a real kitchen, and not paying the exorbitant dormitory rent or mandatory meal plans of West Campus.

You expect to have problems [living in Collegetown].
LIVING OFF-CAMPUS
ISSUES FOR LOW-INCOME STUDENTS

- Off-campus housing can be lower on a monthly basis compared to on-campus, but not all students who wish to live off-campus have the financial resources to do so
  - Many landlords require significant upfront payments up to a year in advance of occupancy (first and last month’s rent, security deposit)
  - Most students enter into 12 month leases but do not stay for the summer; sunk cost unless a subletter can be found
- Timing of financial aid disbursements do not align with the off-campus leasing cycle

As a student coming from poverty it is impossible for me to afford off campus housing, and with the lottery system it’s impossible for me to trust that I will be able to find housing period. And with the number of students trying to live in co-ops it’s becoming near impossible to join them as well.

My main comment would be to have more options for upperclassmen to live on campus. Off-campus housing within easy walking distance to campus tends to be very expensive, and I think it is more difficult to have it off-set by financial aid. Having more on-campus housing for juniors and seniors would give upperclassmen more options, and alleviate some of the stress of trying to find somewhere to live, because there would be a greater sense of security in knowing that you could live on campus if you had trouble finding other housing.
GREEK HOUSING

- Cornell’s lack of meaningful influence over Greek housing occupancy policies results in underutilization of beds in the system, especially for fraternities, which have a 68% occupancy rate (99% in sororities)
  - Marketing capacity is often less than legal capacity
  - Student preference for single rooms, desire for independent living cited as top reasons for not living in their fraternities or sororities
- On the other hand, many culturally-based fraternities and sororities desire chapter housing but do not have the financial resources to purchase property
  - Of the 17 MGLC fraternities and sororities at Cornell, only one chapter has housing
- There is a suspicion that every year, some number of students rush in order to obtain access to housing, rather than the desire for the Greek experience
- Staff concern about leadership positions being held by young students (sophomores), given that they are the primary chapter house residents
BENCHMARKING
BENCHMARKING SUMMARY

A benchmarking analysis was performed to determine where Cornell stands relative to its peers for residential life and housing. This analysis helped to yield insight as to how Cornell’s current housing program affects its brand and how it might be able to improve its position amongst its peers. The analysis focused on the percentage of undergraduates and graduate/professional students living in campus housing; the types of units offered; housing policies and requirements; and fraternity/sorority, affinity and co-op housing. The peer institutions selected for detailed benchmarking included UC Berkeley, Duke University, Northwestern University, the University of Michigan, and the University of Virginia. These schools were identified as admission peers for Cornell and are located in similar geographic contexts. Limited benchmarking was performed for the Ivy League universities.

KEY FINDINGS:
• Compared to its Ivy League and private peers, Cornell has a lower percentage of students living in campus housing and unlike the others, there are no live-on requirements
• Most peers offer apartment-style units to their upperclassmen
• Peers do not locate affinity housing in standalone facilities like Cornell
• Cornell offers a diversity of undergraduate housing not seen at many institutions
• Upon the opening of the redeveloped Maplewood, Cornell will offer more graduate housing than its peers (note: Maplewood will be privately owned)
BENCHMARKING
% OF UNDERGRADUATES IN CAMPUS HOUSING (IVY PEERS)

- **Cornell University**: 48%
- **University of Pennsylvania**: 58%
- **Brown University**: 78%
- **Yale University**: 84%
- **Dartmouth College**: 88%
- **Columbia University**: 95%
- **Princeton University**: 98%

Average: 81%

*Includes Cornell-owned Greek housing*
BENCHMARKING

% OF UNDERGRADUATES IN CAMPUS HOUSING (NON-IVY PEERS)

Duke: 82%
Northwestern University: 70%
Cornell: 48% (Includes Cornell-owned Greek housing)
University of Virginia: 41%
University of Michigan: 40%
Berkeley: 26%

Average: 51%
BENCHMARKING
UNDERGRADUATE HOUSING REQUIREMENTS (NON-IVY PEERS)

- A majority (3/5) of peer schools do not require anyone to live on campus
- One school (Duke) requires students to live on campus through their junior year
- Starting Fall 2017, Northwestern will implement a two-year (possibly three) live-on requirement
HOUSING GUARANTEES

- A majority (3/5) of peer schools guarantee housing for all undergraduates
- 2 schools only guarantee housing for first-years
- After Fall 2016, Cornell will no longer guarantee housing for transfers

Who is guaranteed housing?

<table>
<thead>
<tr>
<th></th>
<th>Number of Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshmen only</td>
<td>Berkeley, Michigan</td>
</tr>
<tr>
<td>Freshmen and sophomores</td>
<td>Cornell</td>
</tr>
<tr>
<td>All undergraduates</td>
<td>Duke</td>
</tr>
<tr>
<td>Transfers</td>
<td>Duke, Northwestern University</td>
</tr>
<tr>
<td></td>
<td>Cornell</td>
</tr>
</tbody>
</table>

Cornell guarantees housing for first-years, sophomores and transfers.
SELECTION PRIORITIES

THOSE WHO HAVEN’T LIVED IN HOUSING PRIORITIZED

THOSE ALREADY IN UNIVERSITY HOUSING PRIORITIZED

NO GROUPS PRIORITIZED; RANDOM LOTTERY

Hybrid approach: Continuing occupancy process for West Campus and Program Houses involve some element of priority vs. the general population

* = Right of return: students may stay in their current house/room
### Undergraduate Housing Supply

#### Room Types Offered

<table>
<thead>
<tr>
<th></th>
<th>Traditional</th>
<th>Suites</th>
<th>Apartments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cornell</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>✓</td>
<td>✓</td>
<td>✗</td>
</tr>
<tr>
<td>Duke</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Berkeley</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

A majority of peer schools (4/5) offer apartment-style housing to undergraduates.

Note: Cornell townhouses can be considered apartment-style units but they are occupied by first-year students, not upperclassmen.
HOUSING RATE STRUCTURE

- **University of Michigan**
  - Rate based primarily on room occupancy

- **Duke**
  - Rate based on occupancy and other factors (e.g., location, building, amenities)

- **Cornell**
  - Rate based primarily on room occupancy

- **Berkeley**
  - Rate based on occupancy and other factors

- **Northwestern University**
  - *Upperclassmen only*

- **University of Virginia**
  - *First years only*

- **University of Virginia**
  - Universal rate
“Program houses” are referred to by a variety of names at other universities including “selective living groups,” “living-learning communities,” and “theme programs,” among others.

At all of the peer schools, there are no extra fees associated with living at program houses. At Cornell, students pay up to $100 to participate.

Unlike Cornell, all of the peer schools’ affinity housing is located within larger residence halls.
Co-op housing is available at a majority (4/5) of Cornell’s peers.

Is co-op housing available to students?

- **Duke**: No
- **Northwestern University**: Yes, but not owned by University
- **Berkeley University of California**: Yes, some co-ops are owned by University
- **Cornell**: Yes, some co-ops are owned by University

Cloyne Court is owned by UC Berkeley and run by the Berkeley Student Co-Operative.

The Berkeley Student Co-Operative leases Rochdale Village from the University.
FRATERNITIES & SORORITIES

% OF STUDENTS PARTICIPATING IN GREEK LIFE

Northwestern University: 40.0%
University of Virginia: 35.0%
Duke: 34.0%
Cornell: 30.0%
University of Michigan: 21.0%
Berkeley: 12.5%

Average: 29%
G&P HOUSING SUPPLY

% OF G&P STUDENTS LIVING IN CAMPUS AFFILIATED HOUSING

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Cornell
- Current: 10%
- Future: 18%

University of Michigan
- Current: 14%

Berkeley
- Current: 12%

Northwestern University
- Current: 10%

University of Virginia
- Current: 6%

Duke
- Current: 0%

---

Average: 9%

After the completion of close to 900 Maplewood beds, Cornell will lead its peers in housing graduate students*

*Maplewood will be a Public Private Partnership with EdR and Cornell University
A majority (4/5) of Cornell’s peers offer dedicated housing for families.

No peer schools offer traditional or suite-style housing for graduate students.

* As of 2016, Duke will no longer provide housing for grad students until completion of new residence halls.
MASTER PLAN GOAL SETTING, PRIORITIZATION, PRINCIPLES
U3 Advisors and Design Collective worked closely with the Working Group to articulate clear goals and objectives for the Student Housing Master Plan.

At the institutional level, Cornell’s overarching goals are to:

- Provide a near- and long-term strategy and roadmap for student housing
- Optimize Cornell’s student housing portfolio
- Support the 2008 Campus Master Plan
- Support Cornell’s academic mission
- Support the Town of Ithaca, City of Ithaca, and Tompkins County’s goal of providing affordable housing to residents
- Support Cornell’s financial goals and identify cost-effective and efficient delivery methods

With respect to the particular objectives of the Student Housing Master Plan, Cornell seeks to:

- Support integration into campus life and foster community among students
- Support academic success
- Support developmental milestones through the four years of the undergraduate experience
- Provide adequate transition from on-campus to off-campus
- Achieve reasonable outcomes in the town-gown relationship
Addressing deferred maintenance, increasing capacity growth for existing students, and increasing capacity growth for new students were identified as the three main drivers of the Housing Master Plan and provided a framework for specific recommendations to advance Cornell’s goals and objectives:

- **Prioritize and provide a genuine guarantee for on-campus housing** for first-year and sophomore students
- **Make housing transfer students a high priority**, and when possible, re-incorporate them into the housing guarantee
- **Accommodate upper-level students as space is available** with a focus on the West Campus House System
- **Allow students to be active participants in the design and creation of residential programs** and play an active role in governing residential communities
- **Continue to focus first-year residence life on North Campus** in traditional residence halls and program houses with centralized dining
- **Once additional space comes on line**, **first-year students should not be assigned to** the North Campus Townhouses
- **Provide additional inventory and variety of housing options for second-year students** with dining varying based on the specific living situation
  - Concentrate these new sophomore housing options in new site locations identified by the consultants on North Campus
- **The relationship between the Gothics and the West Campus House System should be explored**
VISIONING SESSION

OVERVIEW

• U3 Advisors and Design Collective developed an interactive exercise designed to establish the Working Group’s housing vision for each student class year
  o Lists of aspirational goals for each class year were developed, based on feedback from prior Working Group meetings
  o Working Group members were given 10 red sticky dots to prioritize programmatic aspirations and 10 green dots to prioritize physical aspirations that could be applied to any class year
VISIONING SESSION
OUTCOMES

Top physical priorities
• Appropriate unit types by class year
• Deferred maintenance
• ADA access

Top program priorities
• Supportive, inclusive, and engaging environments
• Wellness and healthy lifestyles
• Exposure to other backgrounds, ideas, areas of study, class levels
• Transition to independent living
• Support for students seeking to live off campus
<table>
<thead>
<tr>
<th>PRINCIPLE</th>
<th>PERFORMANCE TO DATE</th>
<th>MASTER PLAN IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support integration into campus life and foster community among students</td>
<td>• 99% of first-year students choose to live on-campus&lt;br&gt;• First Year Initiative builds community and introduces students to life at Cornell&lt;br&gt;• Geographic separation between first-years and other students results in little interaction outside of the classroom</td>
<td>• Introduction of more sophomores to North Campus will result in more interaction with first-years&lt;br&gt;• Potential sophomore housing requirement will encourage students to build upon the relationships they develop during first-year</td>
</tr>
<tr>
<td>Support academic success</td>
<td>• Beyond first year, only students living in West Campus benefit from faculty-in-residence programs&lt;br&gt;• Housing can be a big source of stress for many students&lt;br&gt;  o Students rarely end up living on campus in one place for more than one year – students are in a state of perpetual motion and housing uncertainty&lt;br&gt;  o Lack of sufficient on-campus inventory relative to demand creates intense pressure and anxiety for students around the lottery, distracting them from schoolwork</td>
<td>• Reduce anxiety by providing enough housing for 100% of first-years and sophomores&lt;br&gt;• Additional sophomore inventory will help to distinguish West Campus as a learning-oriented community</td>
</tr>
<tr>
<td>Support developmental milestones through the four years of the undergraduate experience</td>
<td>• Lack of desirable and appropriate built environment impacts the undergraduate experience for many first-years and sophomores in particular</td>
<td>• Provide housing units that are specifically designed for first-years and sophomores&lt;br&gt;• Reduce overcrowding</td>
</tr>
<tr>
<td>Provide adequate transition from on-campus to off-campus</td>
<td>• Too many sophomores live off-campus before they are ready to</td>
<td>• Potential two-year housing requirement would ensure students are mature enough to enter the off-campus market when they are juniors, if they so choose</td>
</tr>
<tr>
<td>Achieve reasonable outcomes in the town-gown relationship</td>
<td>• Lack of on-campus supply creates upward pressure on rents in Collegetown, which have increased substantially faster than rents elsewhere in Ithaca</td>
<td>• Additional campus housing and consequent reduction in students living off-campus will help to relieve pressure in Ithaca housing market</td>
</tr>
</tbody>
</table>
RECOMMENDATION
POTENTIAL DEVELOPMENT SITES

• Criteria:
  ➢ Near existing housing and amenities such as dining and recreation
  ➢ Little to no prep work for development required
  ➢ Large enough to accommodate residence halls sized for 300-500 students
  ➢ Sites that do not edge up against private residential neighborhoods or historic districts
CREATING A SOPHOMORE VILLAGE

Since Cornell already houses nearly all first-year students on campus and guarantees housing for sophomores, the Housing Master Plan recommends that the focus of future construction be on building new beds for the sophomore class year. While West Campus currently is seen as the sophomore section of campus, it lacks adequate space to construct new residence halls of sufficient size to meet the prevailing need. The most likely adequate space available for new construction exists on North Campus.

Since there is a broad perception that North Campus is only for first-year students, the Housing Master Plan recommends creating sufficient residential space to house a critical mass of sophomores so that a sense of community for sophomores can develop and thrive on North Campus. The Housing Master Plan envisions achieving this by creating a “Sophomore Village” with new buildings on the far north edge of the campus and contiguous to the townhouses, which would be converted to sophomore residences.

The Housing Master Plan also suggests the exploration of an on-campus, two-year residency requirement for undergraduate students. Such a requirement would parallel the existing on-campus housing guarantees. The feedback gathered from parents and local landlords alike questions the developmental readiness of sophomores to live off campus. Likewise, survey results from students indicate an interest in being able to live on campus longer. Given the low vacancy rate in Collegetown and the City of Ithaca, requiring students to live on-campus for two years also will reduce the number of students competing for the limited space off-campus and help relieve the upward pressure on rental prices. Instituting a residency requirement also would help to protect Cornell’s investment in on-campus housing.
The greatest need for addressing deferred maintenance exists in Balch Hall, Clara Dickson Hall, Risley Residential College, and the West Campus Gothics. While it is likely possible to address the deferred maintenance in Dickson and Risley in phased approaches in summer months, Balch and the Gothics will need to be at least partially decommissioned for an extended period of time.

Balch has been identified as the top priority due to its age, architectural significance, historic nature, and well-documented needs for repair of facilities and critical systems.

In order for Cornell to fulfill its guarantee of housing and maintain its ability to house nearly 100% of first-year students on North Campus, it is necessary to construct swing space for the students displaced from Balch. Once Balch is renovated, the newly constructed beds can be used for additional first-year housing, and/or sophomore housing.