



2013 Annual Town Gown Report

Submitted: December 9, 2013

**1000 Massachusetts Avenue
Cambridge, MA 02138**

2013 Annual Town Gown Report

Institution Name: Cambridge College

Report for Time Period: Fall Academic Year 2012-2013 (Term 9/1/12 to 8/31/13)

Date Submitted: December 15, 2013

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Add clarifying comments as needed.

A. FACULTY & STAFF

<i>Cambridge-based Staff</i>	2009	2010	2011	2012	2013	2022 (projected)
Head Count:	<u>116</u>	<u>134</u>	<u>111</u>	<u>111</u>	<u>111</u>	<u>NA</u>
FTEs ¹ (if available):	<u>137</u>	<u>111</u>	<u>120</u>	<u>109</u>	<u>109</u>	<u>NA</u>
<i>Cambridge-based Faculty</i>						
Head Count:	<u>346</u>	<u>265</u>	<u>254</u>	<u>251</u>	<u>257</u>	<u>NA</u>
FTEs ¹ (if available):	<u>131</u>	<u>111</u>	<u>101</u>	<u>98</u>	<u>99</u>	<u>NA</u>
Number of Cambridge Residents Employed at Cambridge Facilities:	<u>38</u>	<u>65</u>	<u>31</u>	<u>29</u>	<u>23</u>	<u>NA</u>

- FTE formula: Full Time + 1/3 Part Time
- A meaningful 2022 projection is not available at this time

¹ "FTE" refers to Full Time Equivalent employees, which treats part-time workers as a fraction of a full time position based on the number of hours worked per week.

B. STUDENT BODY	2009	2010	2011	2012	2013	2022 (projected)
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Please provide the following statistics about your Cambridge-based student body:

Total Undergraduate Students:	<u>1,578</u>	<u>1,485</u>	<u>1,335</u>	<u>1,310</u>	<u>1,183</u>	<u>NA</u>
Day:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Evening:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Full Time:	<u>542</u>	<u>491</u>	<u>427</u>	<u>406</u>	<u>379</u>	
Part Time:	<u>1,036</u>	<u>994</u>	<u>908</u>	<u>904</u>	<u>804</u>	
Total Graduate Students:	<u>2,413</u>	<u>2,093</u>	<u>1,940</u>	<u>1,812</u>	<u>1,763</u>	<u>NA</u>
Day:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Evening:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	
Full Time:	<u>850</u>	<u>796</u>	<u>661</u>	<u>599</u>	<u>507</u>	
Part Time:	<u>873</u>	<u>861</u>	<u>785</u>	<u>700</u>	<u>658</u>	
Total Students Attending Classes in Cambridge (inclusive of all categories below)	<u>3,991</u>	<u>3,578</u>	<u>3,275</u>	<u>3,122</u>	<u>2,946</u>	<u>NA</u>

- A valid or reliable day/evening segmentation analysis is not available at this time. Given our mission of serving working adults, more than 98% of classes are held in the evenings (5:00 pm or later) during the business week and in all-day format on the weekend. A very small proportion of classes are held during the day during the business week.
- A meaningful 2022 projection is not available at this time.
- FY13: Student enrollment includes degree and certificate-seeking students, and non-matriculated students. School collaborative students are not included.

C. STUDENT RESIDENCES 2009 2010 2011 2012 2013 2022
(projected)

Number of Undergraduate Students residing in Cambridge:

In dormitories:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number with cars garaged in Cambridge:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus affiliate housing ² :	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus non-affiliate housing:	105	85	76	88	51	<u>NA</u>

Number of Graduate Students residing in Cambridge:

In dormitories:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number with cars garaged in Cambridge:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus affiliate housing ³ :	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
In off campus non-affiliate housing:	<u>107</u>	<u>92</u>	<u>65</u>	<u>54</u>	<u>48</u>	<u>NA</u>

- Please note that Cambridge College is not a residential campus and all students live in non-affiliated off campus housing. This represents undergraduate students with a Cambridge place of residence.
- At this time, Cambridge College has no plans to offer on or off campus affiliated student residential housing
- A meaningful 2022 projection is not available at this time.

² For the purpose of this report, affiliate housing is defined as other housing owned by the institution that is available only to members of the academic community. *Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution.*

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D. FACILITIES & LAND OWNED

The following facilities and land information should be provided for the campus as a whole as well as for sub-areas/precincts of the campus. For example:

- Harvard University for the North Campus, Law School, Radcliffe Quad, Harvard Yard, etc.
- MIT for the East Campus, West Campus, Sloan School, Investment holdings, etc.
- Lesley University for the Main Campus and Porter Square Campus

	2009	2010	2011	2012	2013	2022 (projected)
Acres:						
Tax Exempt	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Taxable	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number of Buildings: (include both taxable and tax exempt buildings)	1	1	1	1	1	1
Dormitories:						
Number of Buildings:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Number of Beds:	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
	2009	2010	2011	2012	2013	2022 (projected)
Size of Buildings (gross floor area):	<u>11,0361</u>	<u>11,0361</u>	<u>11,0361</u>	<u>11,0361</u>	<u>11,0361</u>	<u>11,0361</u>
Institutional/Academic	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>	<u>59,186</u>
Student Activities/Athletic	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Dormitory/Nontaxable Residential	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Commercial	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>	<u>51,175</u>
Taxable Residential	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>

Parking

This section refers to parking spaces maintained in Cambridge only. Provide figures for the Campus as a whole. Include additional information as necessary.

Number of parking spaces maintained for students (include resident and commuter parking): 7 HOV/ Carpooling

Number of parking spaces maintained for faculty, staff and visitors: 123

Housing (Do not include any information about dormitories in this table.)

2009	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

2010	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

2011	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

2012	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

2013	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

2022 Projected	Tax Exempt - Affiliate Housing ⁴	Taxable - Affiliate Housing ⁴	Tax Exempt - Other Housing	Taxable - Other Housing
Number of Units:	NA	NA	NA	NA
Number of Buildings:	NA	NA	NA	NA

Property Transfers:

Please list Cambridge properties purchased since filing your previous Town Gown Report:

None

Please list Cambridge properties sold since filing your previous Town Gown Report:

None

Please describe any planned dispositions or acquisitions:

None

E. REAL ESTATE LEASED

Please attach to the report a table listing of all real estate leased by your educational institution within the City of Cambridge. Include the following for each lease:

- Street address
- Approximate area of property leased (e. g., 20,000 SF, two floors, entire building, etc.)
- Use (e. g., institutional/academic, student activities/athletic, housing, etc.)

If your institution does not lease any real estate within the City of Cambridge, you may omit this section.

1. 80 Prospect Street: 20,250 SF, 3 Floors, Academic /Institutional Use

Lease expires 6/30/2013

2. 17 Monsignor O'Brien Highway: 20,234 SF, 5 Floors, Academic /Institutional Use

Lease expires 8/31/2017

F. PAYMENTS TO CITY OF CAMBRIDGE:⁴

	FY 09	FY 10	FY 11	FY 12	FY 13
Real Estate Taxes Paid	\$218,461	\$218,461	\$268,340	\$279,937	\$ 264,876
Payment in Lieu of Taxes (PILOT)	\$NA	\$NA	\$NA	\$NA	\$NA
Water & Sewer Fees Paid	\$24,412	\$27,421	\$34,170	\$31,503	\$30,247
Other Fees & Permits Paid	\$921	\$1,940	\$1,940	\$1,940	\$ 1,940

G. INSTITUTIONAL SHUTTLE INFORMATION

Please include information about all regularly scheduled shuttle services operated by your institution within the City of Cambridge or between Cambridge and other municipalities:

Route Name	Vehicle Type and Capacity	Frequency of Operation	Weekday Hours of Operation	Weekend Hours of Operation
NA	NA	NA	NA	NA
NA	NA	NA	NA	NA
NA	NA	NA	NA	NA

Please provide ridership data, if available, and describe efforts both to coordinate shuttle system with other institutions and to streamline shuttle services. NA

⁴ Fiscal Years for the City of Cambridge begin on July 1 and end on June 30 of the following year. For example, FY 12 for the City of Cambridge includes the period from July 1, 2012 through June 30, 2013.

II. FUTURE PLANS NARRATIVE

On page 12 of the 1991 Report of the Mayor's Committee on University-Community Relationships, the members of the Town-Gown Committee agreed that "Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion."

Describe your institution's current and future physical plans:

- To provide context, describe campus development efforts over the past five years;
- Employ a future planning horizon of ten years;
- State your institution's specific planning goals for this period;
- Describe the goals and needs that you address through your plans;
- How do you see your campus evolving to address your institution's strategic goals and objectives;
- Identify and describe plans for future development of the sub-areas/precincts of your campus, being certain to address the institution specific information requests and questions found in Section VI (coordinate with Map 4 in Section IV);
- Identify all future short term and long term development sites on your campus (coordinate with Map 4 in Section IV);
- In the first section of your future plans narrative, make specific note of any changes that have occurred in your institution's future plans for a particular site or area (such as changes to the anticipated future use of a site) within the past three years. Explain the reasons that have led to any such changes in thinking.
- Include in your discussion the relationship of planned and projected institutional development to adjacent residential districts within Cambridge and any impacts that might result;
- Include in your discussion the relationship of planned and projected institutional development to adjacent retail and commercial districts within Cambridge and significant impacts that might result (e. g., loss or relocation of retail space, etc.);
- Include sustainability planning efforts in your discussion, though as they relate to physical planning, building design, and infrastructure.
- Include in your discussion a description of existing facilities for housing your faculty and staff and any plans for increasing such housing.

The leadership of the College successfully completed its 3-year strategic plan, had it approved by its Board of Trustees, and ultimately launched it this fall. The completed Strategic Plan embodies our values as the foundation of our beliefs and interactions throughout the community and abroad. It focuses on our mission and vision, and reaffirms our commitment to providing access, diversity and social justice to our students, faculty and staff. The plan stresses five broad principles that define the

core of the College's mission and vision which include: Access, Innovation, Excellence, Diversity and Collaboration. By adhering to these attributes Cambridge College will succeed in positioning itself as *the* leading choice for adult learners seeking an opportunity to earn a degree and improve their lives. The plan additionally provides context and guidance for evaluating and determining future growth opportunities of the College.

Currently, two of the College's three Cambridge sites are leased with terms that expires shortly and another in approximately four-years. The future consideration for the space needs at these locations will include opportunities for relocation and expansion in accordance to the goals set forth in our strategic plan. In that regard, solutions that offer the College the ability to optimize the delivery of all services; to provide state of the art academic experiences in the classroom; and to continue to nurture and support partnerships through collaborative events and community functions, will be considered.

As shared in last year's report, the use of our 1000 Massachusetts Avenue building has risen based on the expanded use of the ground floor space [Room 152] located at the corner of Massachusetts Avenue and Bay Street. This valuable asset has become an integral part of planned academic and community-based initiatives. Over the past two year several programs have been launched and successfully delivered in collaboration with a variety of community partners. The College is committed to utilizing this space and in making improvements to the ground floor facade for Room 152 in support of these efforts.

A small sample of events delivered in Room 152 this year includes the following:

- Violence Transformed / Domestic Violence Initiative in collaboration with the City of Cambridge, Violence Transformed and several other community based partners – a three week art exhibit and series of presentations to shed light on this issue;
- Cambridge Public Health Department celebration of receiving the Robert Wood Johnson Foundation Roadmaps to Health Prize;
- Women's Issue Town Hall event featuring State Rep Marjorie Decker, State Senator Katherine Clark, and former House Speaker Nancy Pelosi;
- Host site for the Cultural Survival Bazaar featuring indigenous art and crafts;
- Host site for the four day National Poetry Slam contest attracting over 750 people to the the College from all over the state and country; and the
- Cambridge Chamber of Commerce Leadership Forum designed to expose Cambridge Ringe and Latin students to professional mentors and role models

III. LIST OF PROJECTS

List all development and public improvement/infrastructure projects completed within the past year, currently in construction or which will require City permits or approvals during the next three years (coordinate with Map 3 in Section IV);

- Indicate how each project meets the programmatic goals of your institution discussed in Section II;
- Indicate how each project fits into the physical plans for the immediate campus area;

- Indicate the “green” attributes over and above city green building requirements, if any, of the project;
- Indicate identified future development sites on your campus (coordinate with Map 4 in Section IV).

Cambridge College did make some exterior improvements to the building. Though they were not large Projects it demonstrates their awareness to maintain an attractive presence. They were:

We painted the exterior fence surrounding the garden area at a cost of \$2,450.00.

The wall masonry required repair to maintain structural integrity and appearance at a cost of \$3,000.00.

The wooden structure throughout the garden area was replaced at a cost of \$2,640.00.

The first floor windows were re-sealed at a cost of \$ 3,565.00.

IV. MAPPING REQUIREMENTS

Please attach to the report maps of the following (these may be combined as appropriate):

1. Map of all real estate owned in the City of Cambridge. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, dormitory/nontaxable residential, investment, etc.).
2. Map of real estate leased. Categorize properties by use as appropriate (e. g., institutional/academic, student activities/athletic, housing). This map can be combined with the one above.
3. Map of development projects completed within the past year, now underway, proposed or planned within the next three years.
4. Map the sub-areas/precincts of your campus, indicating the location of future development areas and projects. If appropriate, include detailed maps of sub-areas/precincts where significant changes are anticipated to occur over the next five years.
5. Map of all regularly scheduled campus shuttle and transit routes.

This information will be provided by the City of Cambridge. The maps will include 1000 Massachusetts Avenue, 80 Prospect Street and 17 Monsignor O’Brien Highway. The College does not have any proposed or planned development projects, sub area/precincts or shuttle and transit routes.

V. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate. If your school has not updated information since submitting the 2011 Annual Report, you may so indicate in the appropriate space below.

A. Results of surveys of commuting mode choice for faculty, staff, and students.

B. Information on the point of origin of commuter trips to Cambridge for faculty, staff and students.

C. Have there been any changes in your TDM plan or strategy since submitting your 2012 Town Gown-report? If so, please describe briefly. (Your PTDM plan is on file at CDD.)

- A. Students attending classes at Cambridge College are unique compared to most other colleges. The students typically hold a full-time job, attend evening classes and are not on campus each day. The survey results show that 54.7 percent of the students take fewer than 12 credits per semester. Also, 49.8 percent are coming from work. In addition, on average, 50.9 percent of the students do not come to campus each day. This year the student SOV (single occupancy vehicle) rate is 56.4 percent compared to 70 percent last year. A possible explanation for last year's lower SOV rate was the price of gas.

This year's survey results show that more faculty are starting to drive their cars to campus, with a 57.8 percent SOV rate compared with 48 percent in 2012. There continues to be a high number of faculty and instructors off campus during the school week- on average 55.5 percent are out of the office or on a scheduled day off. This compares to an average of 53 percent off campus in 2011 and 40 percent in 2012.

As a group the Cambridge College staff population had the lowest SOV rate at 43.6 percent. As in previous years the staff has more of a traditional commuting profile. The majority of employees (64%) arrive between 8:00 and 10:00am, and 47 percent depart between 4:30 and 6:30pm, with most (54%) working 31 to 40 hours per week. Just under a quarter of the staff (24%) work 25 hours or less. In fact survey results show 53.4 percent of the entire staff population works 36 hours per week or less. Approximately 92 percent live within 20 miles of Cambridge.

The College submitted its annual PTDM Report in June 2013 which includes all survey information collected from faculty, staff and students. (PTDM plan on file at CDD).

VI. INSTITUTION SPECIFIC INFORMATION REQUESTS

Cambridge College

1. Discuss the school's recent strategic review, completed in 2012
2. Discuss the decline in student enrollment in recent years and the schools approach to such changes.
3. Provide clarification about the parking arrangement for College employees and students. What facilities are available for each population? What efforts are being made to discourage the use of single occupancy vehicles as a means of transportation to class for students?
4. Discuss planning for bicycle facilities on campus, including Hubway stations.

5. To develop a more complete picture of the institution, provide a listing of the college's education sites located outside of Cambridge.

Response

1. The College's recent strategic plan review was completed in 2013. It highlighted strategic goals accentuating our strengths and affirming our commitment to excellence in policy and programming, while also identifying areas for improvement, growth and sustainable partnerships. The specific goals defined for the College included but were not limited to:
 - a. Providing an exceptional academic experience that is accessible, affordable and relevant for success in the global market
 - b. Providing a robust array of services for our students supported by a more efficient and effective overall business model
 - c. Developing new opportunities and avenues for resource generation to support our students, faculty and employees
 - d. Developing deeper and more significant ties to the communities we serve and reside in, in support of our broader mission of social justice.
2. The decline in student enrollment in recent years has mirrored national trends that have been impacted by the difficult economic times. Our circumstances have been exacerbated by the decision to discontinue offering targeted programs in our regional locations while we seek national accreditation that would authorize us to be able to do so. Several of these were at one time the highest enrollment programs we offered at our regional sites. To offset this decline, the College has aggressively sought to build out and launch new programs that were well suited to today's market. We are hopeful to build and launch these programs in Massachusetts as a means of offsetting the most recent declining statistics.
3. The College does not provide student parking at any of our locations in the City except for handicap and HOV designated spaces. The table below describes the parking space designations for each of our locations within the City of Cambridge.

Location	Faculty/ Staff	Handicap	Visitor	Car Pool	Total
1000 Massachusetts Aven	59	4	5	5	73
80 Prospect Street	20	2	1	1	24
17 Monsignor O'Brien Highway	13	2	2	1	18
950 Bay Street	8	0	0	0	8
Total	100	8	8	7	123

As noted in our 2012 PTDM Annual Report, the majority of students travel to campus from work or locations other than home. With multiple stops in their trips, using public transit or

carpooling is very difficult for the majority of students, who end up drive alone. Most students arrive at the College after 5:00pm and leave the campus after 9:00pm.

An analysis of survey results continue to show that 20% of students who drive alone to campus from work are coming from locations in Boston and Cambridge. Most of our students live in outlying towns such as Chelsea, East Bridgewater, Everett, Franklin, Newton and Woburn, making commuting alternatives difficult. When asked what the College can do to encourage students to take an alternative form of transportation, the overwhelming majority, 74-87%, stated that it did not matter what the College offered in terms of services and incentives, that they would continue to drive to campus.

Students are encouraged to purchase MBTA Semester Passes, which provides an 11% discount on published rates; information about transportation options is available on the College's website. This information is also included in the new student information packets and posted on our bulletin boards and LCD monitors throughout the College. Additionally, through our membership with the CRTMA, students have access to the EZRide Shuttle Service, a Ride Matching Service and Vanpool Formation Assistance. Finally, the College provides preferential parking for carpooling and vanpooling and provides secure bicycle parking to students at each location.

4. The College currently has bike racks located at all of our sites, in addition to providing some faculty and staff the opportunity to secure their bicycles within the office building. Discussions have been initiated internally around the value proposition of locating a Hubway bicycle service at the 1000 Mass Avenue location and will be explored further as a possible Spring 2014 intervention.
5. Cambridge College has a total of five sites that exist outside of Massachusetts and two that exist outside of Cambridge. They include the following:
 - Cambridge College – Georgia, serving students for 9 years in the northeastern region of Georgia, with students travelling from throughout Georgia and South Carolina to attend our programs.
 - Cambridge College – Memphis, serving students for 6 years in the Southwest region of Tennessee.
 - Cambridge College - Puerto Rico, serving students for 15 years in the San Juan region.
 - Cambridge College - Southern California, serving students for 8 years in Southern California.
 - Cambridge College - Virginia has provided exceptional adult education at the undergraduate and graduate level since 2002 with students travelling from southeastern Virginia and northeastern North Carolina to attend programs.

- Cambridge College - Lawrence is conveniently located in the historic city of Lawrence, Massachusetts, just a short ride off of Rt. 495. For 10 years, our flexible evening, weekend and intensive class schedule has served the needs of adult learners and busy professionals throughout the Greater Merrimack Valley in Massachusetts, as well as the Southern New Hampshire and Maine Coastal regions.
- Cambridge College - Springfield is conveniently located in the heart of downtown Springfield right off of I-91. For more than 20 years, our flexible evening, weekend and intensive class schedule has served the needs of adult learners and busy professionals throughout the Western Massachusetts and Greater Hartford regions.