

Report of the 2018-19 Financial Affairs Committee (April 10, 2019)
Professors Stephen Amato, Amy Mueller, Ed Wertheim, Gary Young

Charges from the Senate Agenda Committee to the 2018/9 Financial Affairs Committee (FAC):

1. The FAC shall follow up on the implementation of the 2016-2017 Senate resolution on procedures for establishing match-mates for each college/unit.
2. The FAC, in collaboration with the FTNTTFC, shall explore sources of more granular match-mate data for FTNTT faculty than is currently available to Northeastern's faculty cohort.
3. The FAC shall examine the total faculty compensation, given the yearly increases in the cost of benefits (especially health insurance), in comparison to salary raises.
4. Based upon the findings in charge 3 and a review of match-mate institutions, FAC is requested to make recommendations for merit raises for full time faculty at the University.
5. The FAC shall carry out an analysis of all implications of divestment of University endowment holdings in fossil fuel industries and of possible divestment of those holdings.
6. Other priorities, to be determined by the Senate Agenda Committee, may be charged as they arise.

Charge #1: The FAC shall follow up on the implementation of the 2016-2017 Senate resolution on procedures for establishing match-mates for each college/unit.

Resolution Passed on February 1, 2017, 32-0-2: BE IT RESOLVED That clearly defined procedures for establishing the match-mates for each college/unit should be approved by the faculty of each college/unit subject to the approval by the dean of the college. These choices of match-mates should be revisited at least every five years.

The FAC met with Deb Franko and Rana Glasgal from the Provost's Office to update compensation data and update the status of match-mate information. The situation with match-mates continues to remain muddled. In the past we have relied on CUPA (College and University Professional Association for HR) for match-mate salary data. Last year, the sixty-two member AAU (Association of American Universities), a group that includes many of our peer and aspirant universities, decided to carry out their own compensation survey, and not provide data to CUPA, reducing Northeastern's access to desired match-mate information. The University is working with the Colonial Group (their data doesn't include benefits); we hope to have more progress next year.

Charge #2: The FAC, in collaboration with the FTNTTFC, shall explore sources of more granular match-mate data for FTNTT faculty than is currently available to Northeastern's faculty cohort.

This is a very challenging problem. Northeastern has seven categories of NTT faculty including Co-op faculty. Other possible match-mates have different categories and don't match up with us. The FAC worked with the Full-Time Non-Tenure Track Faculty Committee (FTNTTFC) to evaluate the feasibility of sources such as AAUP to generate match-mate data. The FAC found that these data sources, in their current form, would not serve as appropriate match-mates at a higher level of granularity than they have been used due to inconsistencies in either the higher education institutions that submit data and/or the type(s) of data that they submit. It is our understanding that the Provost's Office is exploring ways of addressing the issue of comparative compensation information across universities. We share the Provost's goal of being able to "map" our titles onto those of other Universities enabling a NTT match-mate study.

Charge #3: The FAC shall examine the total faculty compensation, given the yearly increases in the cost of benefits (especially health insurance), in comparison to salary raises.

(see Appendix 1)

Charge #4: Based upon the findings in charge 3 and a review of match-mate institutions, FAC is requested to make recommendations for merit raises for full time faculty at the University.

(See Appendix 1) While overall compensation looks relatively strong compared to the match-mate institutions used the past few years, when cost of living is taken into account, our rankings continue to remain substantially below our overall USNWR ranking suggesting compensation continues to be a drag on our rankings. Our recommendation is likely to be slightly above the national average and is proposed as a reasonable effort to address the problem.

BE IT RESOLVED That the recommended raise pool for merit and equity for FY 2020 is 4.0% of continuing salaries starting on July 1, 2019.

Charge 5: The FAC shall carry out an analysis of all implications of divestment of University endowment holdings in fossil fuel industries and of possible divestment of those holdings.

The FAC did not address this issue in any meaningful way, given committee turnover. We suggest that this charge be continued for next year's FAC. We did solicit the following response from Senior Vice President Nedell who reported that "there are not any substantial changes in holdings or approach to the endowment from last year when I made a presentation to the Senate. We have made some substantial investments in the sustainability category which put us well on the way towards the target of \$25M over five years."

Charge 6: Other Priorities: Study of Housing Benefits at Comparable Institutes of Higher Education (Appendix 2):

FAC identified the high cost of living, and particularly of housing, in Boston as a major impediment to both recruitment and retention of high quality faculty candidates.

(Appendix 2) In response a study was undertaken to better understand the approaches and policies of peer institutions in similar housing markets. The results of this study show that current Northeastern policies provide significantly less support to faculty on this issue than nearly all other institutions surveyed, including nearby Boston University and Tufts. Furthermore informal polls of current Northeastern faculty identify housing costs as a major factor in recruitment of (and particularly failure to recruit) faculty candidates, especially strong junior faculty candidates.

The Committee concludes that Northeastern is currently at a strategic disadvantage for recruiting junior faculty and postdoctoral fellows, and therefore that development of competitive housing assistance policies presents a critical opportunity for improving Northeastern's ability to continue building a highly successful and nationally ranked faculty.

The Committee recognizes that any adopted policy must be fiscally viable. The study identifies several approaches to housing assistance used by peer institutions that generate revenues. These

include: (1) maintaining a university-owned stock of rental units, which may be available primarily to new hires and for a limited duration, (2) creating of housing developments, potentially in partnership with an independent non-profit or for-profit developer or with a nearby city, and (3) providing mortgage assistance loans to junior faculty hires to ensure they have funds for down payments and can procure a mortgage to purchase a home.

In addition to increasing recruitment success, reported benefits of such policies include: improved retention (stronger "roots"), shorter commutes (ability to afford property closer to campus), and improved faculty involvement on campus outside of the classroom (faculty living closer to campus being more likely to participate in evening/weekend events).

Rationale: Peer institutions, including nearby Boston University and Tufts, provide significantly better housing assistance benefits to new faculty hires. This puts Northeastern at a strategic disadvantage in faculty hiring and retention. Multiple revenue-generating approaches to housing assistance have been successfully implemented by peer institutions. Improving housing assistance policies at Northeastern will significantly strengthen the University's ability to recruit and retain strong faculty candidates.

BE IT RESOLVED That the Senate recommends that the University present a proposal for the development of competitive housing benefits at Northeastern University to the Faculty Senate during the 2019/20 academic year.

BENEFITS

The University has consistently maintained its commitment to what HRM's website calls a "broad spectrum of benefits and programs that meet your needs." Last year the University improved the dental benefits, and effective November 1, 2018, the University launched a Parental Leave Program. The health care plan premium increase this year is "0." The University can rightfully take pride in these improvements.

Retirement Plans: The University has long offered a comprehensive retirement plan with a very high participation rate (about 93%). HRM makes a number of reasonable attempts to reach those who don't participate and encourage them to participate. There are reasons why an individual employee may reasonably decide not to participate. Nevertheless, this participation rate should probably be higher.

To this end the FAC suggests that the University switch to an "OPT OUT" format rather than the current "OPT IN" policy.

BE IT RESOLVED That the University explore moving to an "Opt Out" format for the retirement plan and report on this issue to the Faculty Senate during the AY 2019/20 academic year.

Recreation Center Fees: The University currently has an annual fee of \$270 to use the Marino Center and Squashbusters facilities. This is certainly a reasonable fee compared to the cost of a health or exercise club. Furthermore, full-time employees may be able to take advantage of a \$150 annual fitness reimbursement as a member of a Northeastern health plan. However, this is still a barrier and it may be a counterproductive barrier, given the University's goal of promoting the health and fitness of its employees and reducing costs associated with major illnesses. Many full-time employees already belong

to health and exercise facilities in their local communities and are unable to use the reimbursement option to mitigate the recreation fee.

BE IT RESOLVED That the University explore the costs and benefits associated with lowering or removing the fee for full-time faculty/staff use of recreation facilities.

T Pass: Many local Universities provide a subsidy for a T Pass. For example, BU provides a 50% subsidy for the Commuter Rail. MIT offers a 60% commuter rail subsidy and a 50% subsidy for parking at MBTA stations, up to \$100 per month.

While faculty can already take advantage of “pre-tax” option in paying for a T Pass (Wageworks), the University should explore matching the “50%” option available at other Boston area Universities.

BE IT RESOLVED That the University consider MBTA benefits similar to those of other Boston area universities (e.g., 50% subsidy provided by BU and 60% subsidy provided by MIT).

Finally, moving forward, an issue to watch relates to the increasing number of Northeastern employees working outside of Massachusetts. VP Moyer commented on how our existing health plan options are not a good fit for this situation and an option involving a National PPO plan may be necessary.

APPENDIX 1: EXAMINATION OF TOTAL FACULTY COMPENSATION

The FAC met with Associate Provost Deb Franko, and HRM VP Jane Moyer to discuss salary and benefits issues. It is clear that it is as important to the administration as it is to the faculty that the University strive to continuously improve and to have this improvement recognized in the various rankings. Using rankings is always problematic and as NU continues to rise in aspiration, comparisons become even more problematic. Insofar as the University continues to struggle to devise an appropriate mechanism to identify appropriate match-mates, the FAC has chosen to use the same match-mates that were used in last year's report. The USNWR Ranking was updated. (Table 1)

As noted in Table 1, The latest published USNWR ranking places Northeastern University as "44" compared to "40" in the previous ranking. In comparing "raw Data" on "total faculty compensation, Northeastern salaries are slightly above average in all Professorial rankings. However, when taking into account just half of the cost of living differential (Table, Northeastern salaries remain below average at all levels.

It should be noted that cost of living is taken into account in USNWR Rankings

"Faculty salary is weighted at 7 percent and is the average faculty pay, plus benefits, during the 2016-2017 and 2017-2018 academic years, adjusted for regional differences in the cost of living using indexes from the consulting firm Runzheimer International. "(USNWR, 2018).

Our ranking on compensation improved from "65" last year to "61" this year (Table 5). However, our cost of living adjusted salaries remain systematically below average, and this may be a drag on our rankings.

In comparing this year's "50% cost of living adjustment" to last year's, the University is slightly improved at the Full and Associate level, but at the Assistant Level fell from 0.9% below average to 2.9% below average.

Table 6 shows a table repeated from last year's report. We don't have an update for this year, but given Northeastern's average salary increase for 2018/9, the results are not likely to be very different.

Recommendation on Merit Raises

Based on the above analysis, it would appear that faculty compensation is below where it should be given our aspirations and that the recent pattern of merit raises reflecting the national average will do little to ameliorate this situation. FAC recommends a 4% increase in salaries.

Table 1. Match-mate Institutions (Note: Lacking an “official” Match-mate list, FAC used the same list as 2017/8 with rankings updated)

University	USNWR Ranking (2018)	Carnegie Classification	
Boston College	38	Highest Research Activity	5
Boston University	42	Highest Research Activity	5
Brandeis	35	Highest Research Activity	5
Carnegie-Mellon University	25	Highest Research Activity	5
George Washington University	63	Highest Research Activity	5
Lehigh University	53	Higher Research Activity	4
New York University	30	Highest Research Activity	5
Northeastern University	44	Highest Research Activity	5
Notre Dame University	18	Highest Research Activity	5
Rensselaer Polytechnic Institute	49	Higher Research Activity	4
Rice University	16	Highest Research Activity	5
Southern Methodist University	59	Higher Research Activity	4
Syracuse University	53	Highest Research Activity	5
Tufts	27	Highest Research Activity	5
Tulane University	44	Highest Research Activity	5
University of Miami	53	Highest Research Activity	5
Wake Forest University	27	Higher Research Activity	4
Average Ranking	39.8		4.76

Note: When selected our match-mates were peer and aspirant institutions, but they are now representative only of peer institutions.

Table 2. Raw Data on Total Faculty Compensation (Salary and Benefits) for 2017-18 (Source: AAUP)

University	Full Comp.	University	Associate Comp.	University	Assistant Comp.
NYU	302.5	NYU	177.6	NYU	161.3
Rice	242.5	Boston U	168.5	Tufts	147.3
Boston U	242.0	Tufts	161.2	NU	139.5
Boston C	230.3	NU	159.6	Notre Dame	138.9
Notre Dame	230.1	Notre Dame	158.5	Boston U	138.4
G. Washington	224.9	Boston C	156.8	Boston C	137.0
NU	224.3	G. Washington	152.6	Rice	134.9
Tufts	218.6	Rice	149.2	RPI	134.9
SMU	210.0	SMU	144.2	SMU	132.2
U of Miami	205.3	Carnegie Mellon	141.5	Carnegie Mellon	128.3
Lehigh	205.1	Lehigh	140.0	Lehigh	127.8
RPI	204.0	U of Miami	139.9	G. Washington	126.3
Carnegie Mellon	202.5	RPI	139.7	U of Miami	120.0
Brandeis	194.3	Brandeis	139.0	Tulane	116.8
Wake Forest	191.0	Syracuse	137.6	Syracuse	115.8
Tulane	185.4	Wake Forest	132.3	Brandeis	112.0
Syracuse	175.6	Tulane	122.7	Wake Forest	95.8
Average	217.0	Average	148.3	Average	129.8
NU-Average	7.3	NU-Average	11.3	NU-Average	9.7
Diff / NU	3.3%	Diff / NU	7.1%	Diff / NU	7.0%

Table 3. Cost-of-Living in Different Geographic Areas
From money.CNN.com /calculator/pf/cost-of-living/ (October 2018)

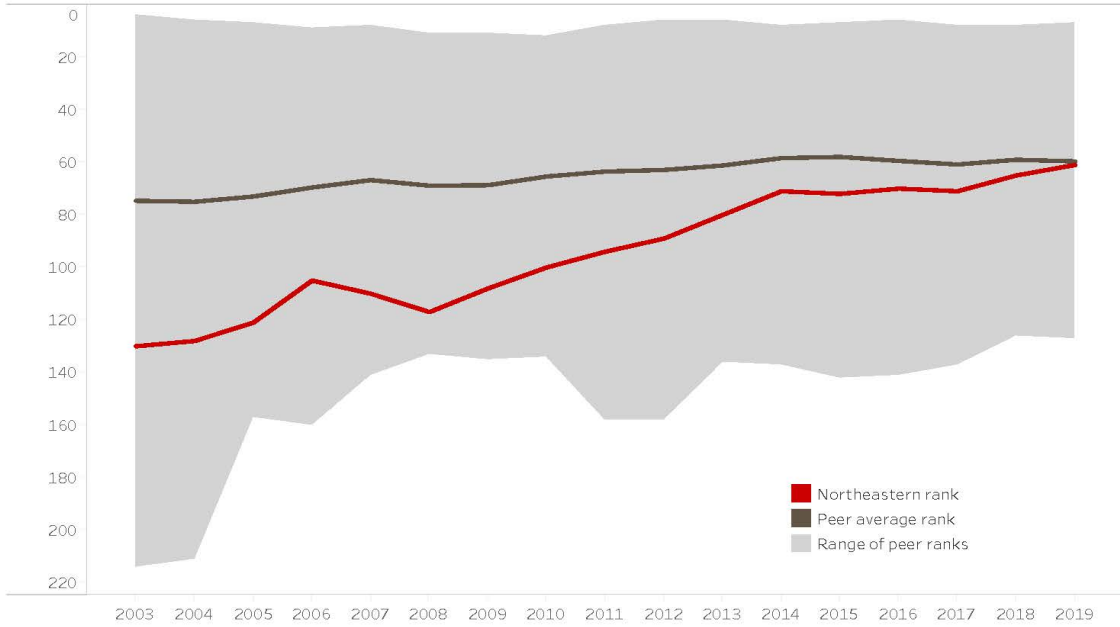
City	Cost-of-Living	Universities
Albany	0.726	Rensselaer Polytechnic Institute
Boston	1.000	NU, BC, BU, Tufts, Brandeis
Dallas	0.689	Southern Methodist University
Houston	0.663	Rice University
Miami	0.774	University of Miami
New Orleans	0.683	Tulane University
Manhattan (1.611), Brooklyn (1.229)	1.398	New York University
Pittsburgh	0.672	Carnegie-Mellon University
Rochester (in place of Syracuse)	0.663	Syracuse University
Scranton, PA (in place of Lehigh)	0.665	Lehigh University
South Bend, IN	0.648	University of Notre Dame
Washington, DC	1.051	George Washington University
Winston-Salem, NC	0.625	Wake Forest

Table 4. Real Salary with 50% Cost-of-Living Adjustment (2017/8) (Source: AAUP April 2018)

University	Full Real	University	Associate Real	University	Assistant Real
Rice	291.5	Notre Dame	192.4	Notre Dame	168.6
Notre Dame	279.2	Rice	179.3	RPI	165.9
NYU	249.8	RPI	171.8	Rice	162.1
SMU	248.5	SMU	170.7	SMU	156.4
Lehigh	246.2	Carnegie Mellon	169.3	Carnegie Mellon	153.5
Carnegie Mellon	242.2	Boston U	168.5	Lehigh	153.4
Boston U	242.0	Lehigh	168.1	Tufts	147.3
RPI	236.4	Syracuse	165.4	NU	139.5
Wake Forest	234.9	Wake Forest	162.7	Syracuse	139.2
U of Miami	231.5	Tufts	161.2	Tulane	138.7
Boston C	230.3	NU	159.6	Boston U	138.4
NU	224.3	U of Miami	157.7	Boston C	137.0
Tulane	220.2	Boston C	156.8	U of Miami	135.3
Tufts	218.6	G. Washington	148.2	NYU	133.2
G. Washington	218.3	NYU	146.7	G. Washington	122.6
Syracuse	211.1	Tulane	145.7	Wake Forest	117.8
Brandeis	194.3	Brandeis	139.0	Brandeis	112.0
Average	236.4	Average	162.5	Average	142.4
NU-Average	-12.1	NU-Average	-2.9	NU-Average	-2.9
Diff / NU	-5.1%	Diff / NU	-1.8%	Diff / NU	-2.1%

Table 5. US News & World Report Study Compensation Rankings

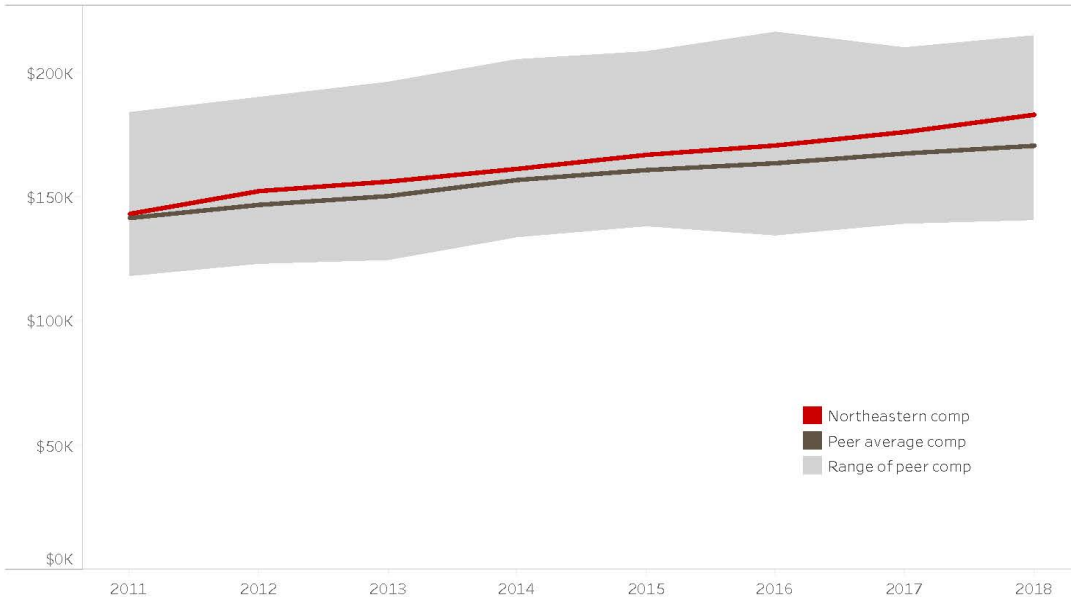
US News Faculty Compensation Rank
Northeastern and Comparison Group



	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19
Northeastern University	130	128	121	105	110	117	108	100	94	89	80	71	72	70	71	65	61
Boston College	83	82	82	79	77	81	77	83	88	89	87	79	82	86	82	77	65
Boston University	214	211	157	146	129	125	121	104	88	72	68	56	50	44	44	48	49
Brandeis University	152	140	137	129	124	125	130	134	158	158	136	137	142	141	137	126	127
Carnegie Mellon University	16	21	22	19	19	18	21	21	22	25	28	31	34	33	40	57	57
George Washington University	130	140	151	160	141	133	135	134	123	120	121	111	114	118	119	111	104
Lehigh University	36	40	41	40	36	47	54	53	44	46	43	46	43	44	44	48	52
New York University	20	18	19	22	24	27	19	16	18	18	18	18	19	21	22	22	24
Rensselaer Polytechnic Institute	69	77	89	72	65	69	73	76	76	78	62	41	40	42	51	43	41
Rice University	4	6	7	9	8	11	15	12	8	7	8	8	7	6	8	8	7
Southern Methodist University	46	45	47	43	36	40	42	36	33	34	38	37	31	24	24	24	23
Syracuse University	117	116	110	99	106	105	104	104	113	108	105	96	96	99	100	94	102
Tufts University	127	128	121	105	100	109	114	111	116	112	110	111	102	111	110	111	114
Tulane University	46	48	59	66	65	66	65	55	44	57	62	60	55	63	76	65	65
University of Miami	55	54	52	43	43	40	31	31	33	34	38	41	40	37	36	35	41
University of Notre Dame	7	8	7	9	10	11	11	12	8	6	6	9	9	8	9	10	11
Wake Forest University	72	66	67	72	85	95	87	64	44	42	49	53	63	74	71	65	72

Table 6: US News and World Report Cinoobsatuibn

US News Faculty Compensation
Northeastern and Comparison Group



	2011	2012	2013	2014	2015	2016	2017	2018
Northeastern University	\$143.3K	\$152.5K	\$156.3K	\$161.4K	\$167.1K	\$170.9K	\$176.3K	\$183.2K
Boston College	\$144.3K	\$148.8K	\$154.0K	\$157.1K	\$161.1K	\$165.4K	\$175.1K	\$179.3K
Boston University	\$148.5K	\$156.9K	\$162.9K	\$171.3K	\$173.9K	\$179.2K	\$181.4K	\$186.7K
Brandeis University	\$131.5K	\$138.9K	\$138.3K	\$139.5K	\$143.3K	\$150.9K	\$154.2K	\$158.4K
Carnegie Mellon University	\$149.6K	\$151.5K	\$154.9K	\$158.5K	\$165.5K	\$155.1K	\$161.5K	\$165.4K
George Washington University	\$137.0K	\$142.4K	\$145.9K	\$147.9K	\$151.9K	\$157.2K	\$161.5K	\$165.5K
Lehigh University	\$139.9K	\$143.5K	\$147.6K	\$149.6K	\$154.5K	\$157.8K	\$160.2K	\$163.7K
New York University	\$183.9K	\$190.0K	\$196.1K	\$205.2K	\$208.4K	\$216.3K	\$210.0K	\$214.8K
Rensselaer Polytechnic Institute	\$130.2K	\$145.8K	\$149.1K	\$154.6K	\$154.4K	\$159.1K	\$168.4K	\$172.8K
Rice University	\$159.6K	\$165.5K	\$171.2K	\$179.4K	\$185.6K	\$194.8K	\$198.7K	\$201.6K
Southern Methodist University	\$133.2K	\$137.0K	\$141.7K	\$150.3K	\$156.4K	\$162.6K	\$167.9K	\$171.9K
Syracuse University	\$122.3K	\$127.6K	\$132.3K		\$138.2K	\$140.8K	\$145.6K	\$144.5K
Tufts University	\$138.2K	\$140.5K	\$145.7K	\$150.3K	\$152.5K	\$156.6K	\$160.4K	\$160.2K
Tulane University	\$118.2K	\$123.1K	\$124.6K	\$133.8K		\$134.5K	\$139.3K	\$140.7K
University of Miami	\$139.0K	\$142.1K	\$145.1K	\$149.9K	\$154.5K	\$161.5K	\$164.4K	\$165.8K
University of Notre Dame	\$156.4K	\$160.2K	\$160.1K	\$167.6K	\$173.1K	\$180.6K	\$184.5K	\$187.9K
Wake Forest University	\$134.5K	\$137.3K	\$138.2K	\$139.5K	\$140.9K	\$147.0K	\$148.9K	\$152.4K

Compensation includes salary and benefits for tenure track faculty and is a weighted average of Professor, Associate, and Assistant ranks. Amounts are in unadjusted dollars.
US News applies a cost of living adjustment and averages the last two years, e.g., the 2019 edition ranking averages compensation from 2017 and 2018.

Study of Housing Benefits at Comparable Institutes of Higher Education:

Recommendations for the Development of Competitive Housing Policies at Northeastern University

Prepared by the Faculty Senate Financial Affairs Committee

Submitted April 2019

Executive Summary

In areas with high cost of living, university-provided housing assistance and/or benefits are crucial to attract and maintain a top-tier and diverse faculty. Such programs are particularly important for junior faculty, for whom the upfront costs of home ownership may pose an insurmountable hurdle. In addition to improving recruiting success, benefits of housing programs may include decreasing faculty commuting time, increasing faculty participation on campus outside of the classroom, and improving faculty retention.

For this study benchmarking data were collected for 14 peer institutions, where "peer" was defined as institutions in cities with high cost of living. Detailed analysis is provided for several categories of benefits: university-owned properties for rental, university-managed housing pools for purchase, and minor and major (e.g., low-interest loans) mortgage assistance programs. Eligibility, priority, and availability of other benefits (e.g., housing allowances) are discussed.

Of the 14 institutions surveyed, 12 of 14 provide temporary/long-term university-owned housing and/or major mortgage assistance. Only 2 (Georgetown and Boston College) are in high cost-of-living areas and yet offer neither university-owned housing nor mortgage assistance. Currently Northeastern provides slightly better benefits than the two outlying institutions identified above (Boston College, Georgetown University), however Northeastern policies provide less support to faculty to overcome the issue of rising housing costs than all other institutions surveyed, including nearby Boston University and Tufts. Generally all tenure track faculty are eligible for these benefits, often with priority given to junior faculty and/or with time limits on eligibility (1-3 years).

A number of promising models for provision of housing benefits through revenue generating models are identified that could significantly improve Northeastern's ability to recruit and retain high quality faculty, including:

- Co-developing housing with nearby cities (e.g., Malden)
- Building a university-owned rental unit pool (~100-150 units) for use by newly-hired faculty (junior and senior) for up to 3 years
- Development of a mortgage assistance loan program (range of \$50-100k, low-interest) offered to newly hired junior faculty.

PART I - BENCHMARKING

This study collected information for 15 institutions, with a focus on Boston metropolitan area and other areas with high cost of living; the list of institutions, location, and associated cost of living metrics are provided in the following map and table. Because median values for Boston are not necessarily representative of communities where Northeastern faculty choose to live, cost of living metrics for several neighboring communities are also provided.

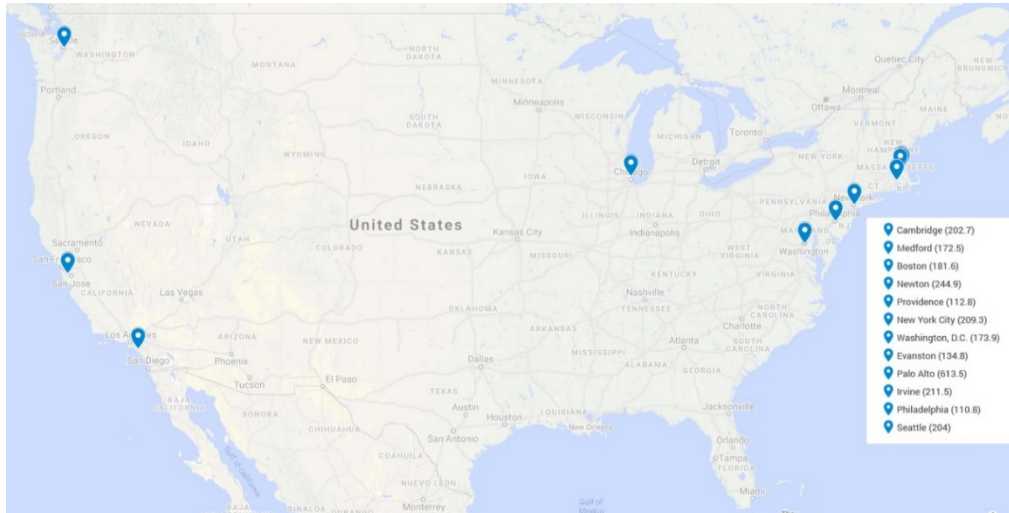


Table 1: Surveyed universities, locations, and representative cost of living metrics (from <https://www.bestplaces.net>). Highlighted (yellow) cells show cost of living range similar to conditions in Boston metro area. Number of faculty is approximated from US News & World Reports undergraduate enrollment and student:faculty ratios (2019). **Northeastern Ranking is #44 and estimated number of faculty calculated using this method is 988.** Text in bold indicates reasonable ranking/size match-mates.

University	Rank (2019)	Est. # Faculty	City	Cost-of-Living Index	Median Home Cost (\$)
Stanford U.	7	1766	Palo Alto, CA	613.5	3,284,200
Boston College	38	780	Newton, MA	244.9	1,036,500
U.C. Irvine	33	1628	Irvine, CA	211.5	853,200
Columbia U.	3	1027	NY, NY	209.3	662,100
NYU	30	2935	NY, NY	209.3	662,100
U. of Washington	59	1649	Seattle, WA	204	761,800
Harvard U.	2	1128	Cambridge, MA	202.7	780,200
MIT	3	1516	Cambridge, MA	202.7	780,200
Boston U.	42	1808	Boston, MA	181.6	587,000
Georgetown U.	22	678	Washington, DC	173.9	566,800
Tufts U.	27	616	Medford, MA	172.5	575,600
Northwestern U.	10	1380	Evanston, IL	134.8	341,700
Brown U.	14	998	Providence, RI	112.8	197,900
U. of Pennsylvania	8	1672	Philadelphia, PN	110.8	147,000

	Lexington, MA	234.8	970,300
Boston-area Communities	Needham, MA	230.7	917,500
	Malden, MA	153	446,100

Benchmarking data were collected characterizing several categories of benefits:

- University owned properties for rental or for purchase
- Availability of short-term / sabbatical housing
- Mortgage assistance (categorized as *minor* or *major*)

Eligibility for these benefits was noted. Detailed data are provided in a complete table as Appendix A; where relevant links are provided to institutional housing/benefits websites.

Of the 14 institutions surveyed:

11 of 14 offer temporary or long-term housing to faculty through University-owned properties. Some properties are prioritized to new faculty hires while some housing markets are partially subsidized.

12 of 14 offer some form of mortgage assistance:

- **[MINOR (12/14)]** covering closing costs, preferred vendors, etc.
- **[MAJOR (5/14)]** access to lower-interest loan programs outside the university, providing low-interest loans (help with down-payment), directly originating the mortgage loan, or paying annual housing stipends (beyond base salary)

Only 2 of 14 (Georgetown and Boston College) are in high cost-of-living areas and yet offer neither ***university-owned housing*** nor ***mortgage assistance***.

In the remaining 12 of 14 cases, institutions surveyed provide ***temporary/long-term university-owned housing*** and/or ***major mortgage assistance*** .

Strategic Rationale and Approach:

MIT Ad Hoc Committee on the Design of the Faculty Housing Program (2005):

"The recent steep increase in the already high cost of housing in the greater Boston area **is a major factor in the recruitment and retention of both senior and junior faculty at MIT**.... There is a consensus among Department Heads, Deans and central administration that housing assistance is a high enough priority to warrant a significant investment of Institute resources."

Columbia University Faculty Housing Policy (2013):

"The top priority for the use of the University's apartment housing is the recruitment and retention of tenured faculty. "

In the majority of cases newly hired (usually junior tenure track) faculty are prioritized in housing benefits policies. Several institutions have additional benefits in place to further encourage senior hires and faculty retention at the point of tenure.

PART II - STATUS AT NORTHEASTERN

Current Resources and Benefits

The housing-related benefits currently available at Northeastern are summarized here, following the same categories used for other universities.

University-owned housing	NO
Temporary/Sabbatical housing	YES --links to off-campus options (not University owned)
Mortgage Assistance	MINOR --Real Estate Advantage Program (cash rebate), preferred mortgage venders
Eligibility for Mortgage Assistance	All benefits eligible faculty and permanent staff
References	https://www.northeastern.edu/offcampus/temporary-housing/

Currently Northeastern provides slightly better benefits than the two outlying institutions identified above (Boston College, Georgetown University), however **Northeastern policies provide less support to faculty to overcome the issue of rising housing costs than all other institutions surveyed, including nearby Boston University and Tufts.**

Feedback from Faculty

Feedback was solicited at university-wide meetings related to faculty hiring committees, as well as more generally on an ad hoc basis, during Fall 2018 and received from individuals in numerous departments across several of the Colleges. Based on these responses, **there is a consensus that housing is a priority concern for faculty candidates at all ranks.**

In general, tenure track faculty are currently either renting (in/near Boston) or purchasing a home in a suburb of Boston with a relatively long commute (often > 1 hour). There is a sense among tenure track faculty that home ownership is only possible with assistance from family or a financial windfall, i.e., the down-payment costs (~\$150,000) are the primary hurdle to home ownership.

It is noteworthy that the lack of stability for those who rent may make successful tenure track faculty **easier to be recruited by other universities in locations with lower cost of living or comparatively better housing benefits.**

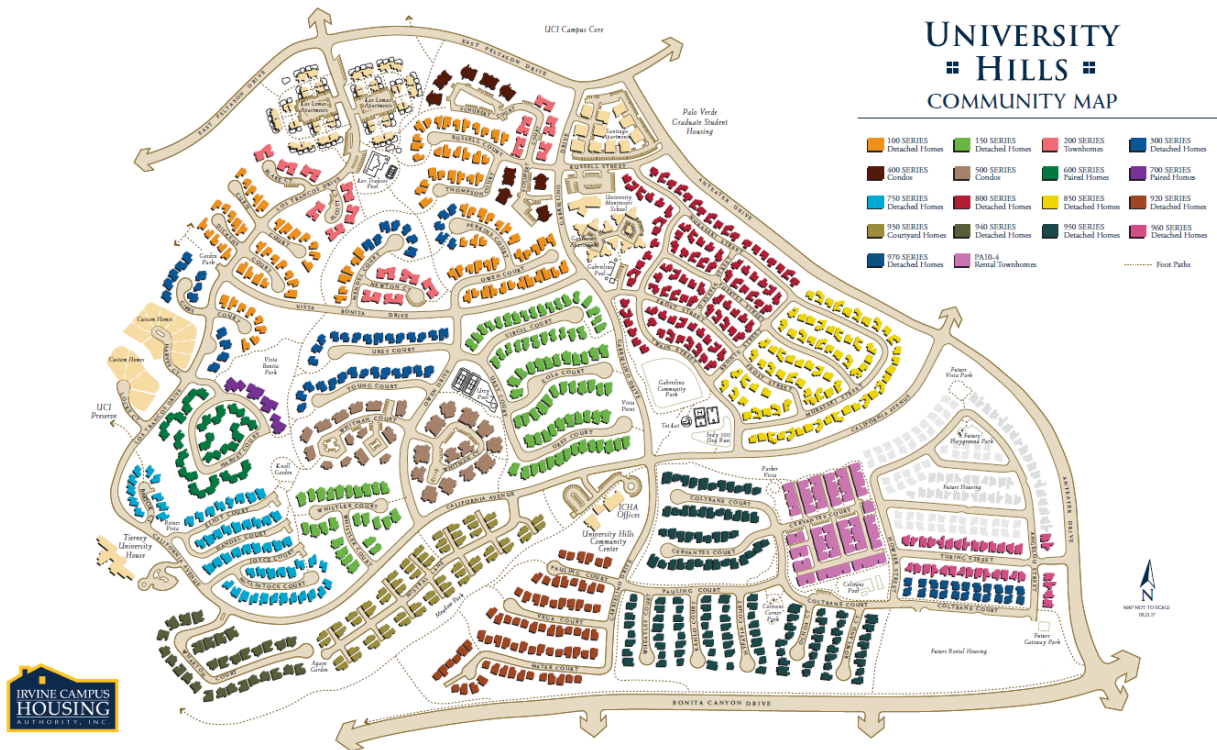
For those with long commutes, it must also be acknowledged that time spent commuting explicitly decreases productive work hours and reduces the likelihood that faculty will participate in evening events on campus, e.g., with student groups. Conversely faculty living near campus are well-positioned to contribute to the University in broader ways than teaching alone.

PART III - RECOMMENDATIONS AND RESOURCES

The institutions surveyed provide examples of a wide range of approaches to provision of housing assistance, from rental/temporary accommodations to support for home ownership. This section particularly highlights options that may be achievable at low financial burden to the University, and options are roughly listed in order from lowest to highest directly cost to the University for management of the program.

Housing Development Partnerships

UC Irvine provides a striking example of one way to make housing available without incurring any cost to the university. This was achieved through the creation of the Irvine Campus Housing Authority, a non-profit public benefit corporation tasked with development of an “academic community in-residence” (a named University Hills). This development has 1066 for-sale homes and 360 rental units, yet **no public funds, public loans, or grants were used.** *Note: UC Irvine couples this housing option with generous mortgage benefits, described below.*



Although land availability in Boston may preclude application of an identical model for creation of new housing units, current redevelopment in the city of Malden (and other cities on the MBTA Orange Line) may offer compelling opportunities for collaborations with City officials to create university-linked rental/condominium housing stock in areas which are not geographically adjacent to Northeastern but have a short/efficient commute on public transit.

University-Owned Housing Stock

Several different approaches utilized by peer institutions fall under this category, providing a range of benefits from simply increasing the availability of housing (priority to university-affiliated individuals) to actively managing housing prices below market value (indirect subsidy). Housing stock may be available for rent (university-owned) or for purchase (university-managed, buy-back clauses - discussed in the next section).

In most cases priority is given to tenure track (junior) faculty but housing benefits are also available to new senior faculty hires. In most cases there are limitations on the number of years (usually 1-3) an individual will have access to the housing resource. Allocation of housing to incoming faculty is typically at the discretion of the Dean or the Provost, i.e., is considered a component of the negotiated employment package.

A number of peer universities have successful models for university-owned rental programs:

- **Tufts** provides a "Faculty Transitional Housing Program" for up to 3 years (dedicated units), with addition 2-3br units available outside this program.
- **Boston University** provides 12-month rentals to faculty, staff, and grad students; the Provost must approve faculty rentals). All broker fees are waived.

- **NYU** owns and manages over 2,100 apartments in New York City and reports that these "housing resources are primarily reserved for full-time tenured and tenure line faculty." It is the responsibility of the Deans to prioritize applicants (faculty cannot apply directly).
- **Columbia University** has an extensive pool of university-owned apartments for lease. Only full-time, compensated Officers of Instruction (includes but is not limited to Assistant Professors), Research and Libraries (including those with visiting appointments) are eligible to apply. At the Columbia Medical Center only Assistant Professors are eligible.
- **Harvard University** maintains numerous rental units on both the Harvard and Harvard Medical campuses, prioritized for two categories of affiliates. The first is faculty/administration. The second is "temporary" research staff, such as non-Harvard-paid visiting faculty, visiting scholars, visiting fellows, non-benefits-eligible postdoctoral fellows, etc.
- **Northwestern University** has a pool of on-campus rentals (1-3br) available to incoming faculty (only), with a limit of 1 year use of this housing pool.
- **Stanford University** maintains over 700 units for rental (studio up to 5br). Although priority is given to faculty in their buy-back program (next section), details of priority in the rental pool is not available online.
- **The University of Washington** owns two large apartment complexes near the campus in Seattle, providing nearly 200 units for rent. In general eligibility for housing benefits at UW extends to all benefits-eligible permanent faculty and staff, including retirees, the details of how rental units are allocated are not provided online.

Management of a stock of rental housing units for transitional housing at stabilized prices (potentially below fair market value) would be of huge benefit to Northeastern in recruitment efforts, particularly if rental units are located in geographic proximity (Boston, Brookline, Jamaica Plain) to the Boston campus or along the MBTA Green/Orange Lines within easy commuting distance. Waived broker fees, security deposits, and/or last-month rental deposits may be of assistance particularly to relocating junior faculty.

At current hiring rates (~50 tenure track hires annually), a stock of 100-150 apartments would be sufficient to offer incoming faculty housing for up to 3 years, during which time they will be able to (1) become more familiar with Boston neighborhoods and commuting options and (2) accrue savings toward a down-payment for a home (particularly if prices are held below market value on these properties).

Although outside the scope of this report, it is also noteworthy that availability of this type of housing would help substantively in recruiting competitive postdoctoral candidates to the Boston campus, where typical postdoctoral salaries (\$50-60k annually) are exceptionally low relative to the cost of living and housing.

University-Managed Housing Stock

Several universities have implemented models for university-managed housing stock, e.g., where faculty can purchase properties but the university maintains buy-back rights. In this way the university maintains a small stock of properties on which price inflation can be managed; incoming faculty therefore require a smaller mortgage, although they similarly are essentially waiving the ability to benefit financially from growth in the housing market.

- **Brown University** manages the "Brown to Brown Home Ownership Program": eligible members of the faculty and staff (includes prospective faculty) can purchase these properties directly from Brown, and Brown is later able to repurchase the property at 80% of the market appraisal to maintain the housing stock.
- **Harvard University** maintains 144 units for purchase exclusively by faculty or administrators.

- **Stanford University** has 180 housing units available for purchase (68 single family, 112 condos), with priority given to faculty first-time home buyers.

University-Backed Low-Interest Mortgage Assistance Loans

In this category is provision of low-interest mortgage assistance loans that essentially bridge the challenge of qualifying for a standard bank mortgage; these are typically on the scale of \$50-300k.

- **MIT** provides a "minimum interest, second mortgage program" of up to \$100k (junior tenure track faculty hires) or \$300k (senior tenure track faculty hires). **Note:** *junior faculty can alternately opt to receive a **no interest loan** of up to \$50k.*
- **UC Irvine** provides, among other benefit options, a Supplemental Home Loan Program (SHLP).
- **University of Washington**, as a public university, provides access for faculty to a number of down payment assistance programs through the Washington State Housing Finance Commission.

A program of Mortgage Assistance Loans, potentially of limited scope (e.g., \$50-100k) and offered only to newly hired junior faculty, would be a valuable resource to support recruitment of high quality faculty candidates.

University-Backed Mortgages

A number of institutions provide directly backed mortgages to incoming tenure track faculty, typically on the scale of \$300-500k and limited as a fraction of the total value of the property. This mechanism is typically utilized by institutions in areas where mortgage assistance loans may be insufficient to allow new hires to qualify for loans due to extremely high cost of housing (e.g., California, New York City). Two representative examples are provided here:

- **UC Irvine** provides direct loans up to 80-90% of value of the home. Currently at 2.75% interest rate.
- **Stanford** provides direct loans up to 60% of the fair market value of the home (maximum of \$700k). Currently at 3% interest rate.

Direct Financial Assistance

Because of the higher cost to the institution direct financial assistance to faculty is a mechanism used only in the most costly of cities. The best example of this approach is the benefit provided by **Columbia University**: an annual housing supplement of \$22,000 for tenure track faculty and \$40,000 for tenured faculty.

APPENDIX A: SUMMARY OF HOUSING BENEFITS AT COMPARABLE INSTITUTIONS

	University-owned housing?	Temporary / Sabbatical housing?	Mortgage Assistance?	Eligibility for Mortgage Assistance	References
Boston College	<u>NO</u>	<u>YES</u> --not University-owned--list of Hotels and Motels, Bed & Breakfasts, Guest Houses and Small Inns, Hostels, and Short Term Rentals	<u>NO</u> --but some discount or recommendation associated with Mortgage Network, Inc. (a private mortgage bank)	N/A	
Boston University	<u>YES</u> --12-month rentals available to faculty, staff, grad students (Provost must approve faculty and staff rentals). No brokers fees.	<u>NO</u>	<u>MINOR</u> --Real Estate Advantage Program, cash back on home purchases and sales, mortgage credits	All employees	https://www.bu.edu/hr/lifebu/employee-perks-discounts-and-resources/real-estate-rental-properties/
Brown University	<u>YES</u> --through the Brown to Brown Home Ownership Program; Brown is able to repurchase the property at 80% of the market appraisal should it be needed in the future; available to eligible members of the faculty and staff (includes prospective members of faculty and staff). Relocation services for incoming Brown staff and faculty.	<u>YES</u> --Visiting Scholar Housing. Auxiliary Housing office provides short-term housing located on or near campus to incoming faculty and staff.	<u>MINOR</u> --Mortgage Assistance Program (for purchase or refinance)	Not listed	https://www.brown.edu/offices/real-estate/brown-brown-home-ownership https://www.brown.edu/about/administration/human-resources/benefits/additional-voluntary-benefits/mortgage-assistance-program
Columbia University	<u>YES</u> --University-owned apartments for lease; for Columbia, only full-time, compensated Officers of Instruction, Research and Libraries (including those with visiting appointments) are eligible to apply; for Medical Center, must be a Assistant	<u>YES</u> --via sublets on University-owned housing	<u>MAJOR</u> --Columbia Housing Assistance Program- provides an annual housing supplement (\$40,000 a year for eligible tenured faculty and \$22,000 a year for eligible non-tenured faculty members) and help in acquiring a favorable mortgage; Affinity Lending Program- refinance of current mortgage,	Professorial rank faculty eligible for University housing; priority for pre-tenure faculty, but new higher rank faculty also eligible	https://provost.columbia.edu/content/faculty-housing-policies-and-programs https://worklife.columbia.edu/content/affinity-mortgage-lending-program

	Professor, Associate Professor, or Professor.		consolidation of debt, or purchase of a new home. Forgivable loan program.	(Deans recommend)	https://worklife.columbia.edu/content/temporary-housing-and-hotels https://facilities.columbia.edu/housing/overview-1
Georgetown University	<u>NO</u>	<u>YES</u> --not University-owned--list of hotels and inns	<u>PILOT ONLY</u> --"Live Near Your Work" grant program for home purchases near campus (2014)	Full time faculty & staff	https://benefits.georgetown.edu/LNYW
Harvard University	<u>YES</u> --both on the Harvard and Medical campuses; must be full-time, non-Harvard-paid visiting faculty, visiting scholar, visiting fellow, non-benefits-eligible postdoctoral fellow, Harvard teaching hospital employee, or have a similar affiliation. Rental (numerous) and purchase (~144 units just for faculty/administrators) available.	<u>YES</u> ; not University-owned--sabbatical rentals available to visiting faculty members who want a short-term rental while at Harvard	<u>MINOR</u> --Harvard Real Estate Advantage Program, Cash Back on Home Purchases and Sales, Preferred Mortgage Lenders	All Harvard faculty, staff, students, and alumni	http://huhousing.harvard.edu/home-buying/real-estate-advantage-program-cash-back http://www.huhousing.harvard.edu/faculty-and-employee-real-estate-services
MIT	<u>NO</u>	<u>YES</u> --University-owned short-term summer housing on campus for eligible guests, conference visitors, and MIT affiliates; not University-owned--list of hotels, motels, bed & breakfasts, etc.	<u>MAJOR</u> --Faculty Housing Assistance Program (Contingent Interest Mortgage Program and No-Interest, Fully Amortizing Loan). "minimum interest, second mortgage program" up to \$300k (senior) or \$100k (junior) OR junior faculty can get up to \$50k no interest loan.	Newly hired tenured and junior faculty, recently tenured faculty.	http://web.mit.edu/provost/faculty_housing.html
Northwestern	<u>YES</u> --on campus rentals (1-3br) available to incoming faculty (typically 1 year max).	<u>YES</u> --Faculty Housing Forum available to faculty and staff members	<u>MINOR</u> --Mortgage Assistance through preferred banking vendors (reduced fees, discounted rates)	TT & NTT	https://www.northwestern.edu/hr/benefits/transit-relocation/relocation/housing-moving/index.html https://www.northwestern.edu/hr/benefits/transit-relocation/relocation/financial-resources/mortgage-assistance.html

					https://www.northwestern.edu/provost/faculty-resources/career-development-leadership/new-faculty/getting-started.html#housing
NYU	YES --"housing resources are primarily reserved for full-time tenured and tenure line faculty", Deans prioritize applicants (faculty cannot apply directly) [NYU owns 2,100 apartments in large and mid-sized buildings]	YES --via sublets on University-owned housing	MINOR --reimbursement of first mortgage origination fees, up to \$5,000; HERE (Higher Education Real Estate) Advantage Program: Neighborhood tours, recommended Brokers	All full-time T/TT ; continuing contract faculty after 1 year employment	https://www.nyu.edu/faculty/faculty-housing.html https://www.nyu.edu/employees/benefit/full-time/administrators-professionals/new-employee-introduction-to-benefits.html
Stanford	YES --180 for purchase (68 single family, 112 condos), priority to faculty first-time home buyers. Over 700 for rental (studio up to 5br).	YES --via University-owned rentals	MAJOR --Extensive Mortgage Assistance Program: The University will lend the lesser of 60% of the purchase price of the Property or 60% of its fair market value (FMV), subject to a maximum loan amount of \$700,000. 3% interest rate.	Many categories, but for faculty: T/TT and NTT with appointments of three years or more with possibility of reappointment.	https://fsh.stanford.edu/brochures/MAP.pdf https://fsh.stanford.edu/nfh/UT/universityTerrace.shtml https://fsh.stanford.edu/rentals/universityrent.shtml
Tufts University	YES --Faculty Transitional Housing Program for up to 3 years, additional 2-3br appts for rental	YES ; University-owned--Faculty Transitional Housing Program; also a list of non-University-owned Hotels and Inns	MINOR --Real Estate Advantage Program (cash rebate, closing credits, purchase/sale assistance)	All university faculty, staff	https://ase.tufts.edu/faculty/worklife/housing https://access.tufts.edu/real-estate-advantage-program https://ase.tufts.edu/faculty/worklife/sites/all/themes/asbase/assets/documents/taskForceReport.pdf

<p>UC Irvine</p>	<p>YES--extensive. Faculty and Staff Housing Program (independent non-profit, no public funds used!) - 1066 for-sale homes and 360 rental units.</p>	<p>YES--via University-owned rentals</p>	<p>MAJOR--4 programs. (1) Mortgage Origination Program (MOP): direct loans up to 80-90% of value of the home (currently 2.75% interest rate). (2) Supplemental Home Loan Program (SHLP). (3) 5/1 MOP loans. (4) Graduated Payment MOP loans.</p>	<p>UC Faculty only</p>	<p>https://www.ucop.edu/loan-programs/loan-programs/mortgage-origination-program.html https://www.ucop.edu/loan-programs/loan-programs/index.html https://icha.uci.edu/</p>
<p>University of Pennsylvania</p>	<p>YES(?)--temporary housing available for incoming faculty (by application)</p>	<p>YES--database service to post information and locate available housing as well as "an informal list of sabbatical opportunities and communications with the departments and schools across the University regarding such opportunities"</p>	<p>NO--Guaranteed Mortgage Program (GMP) suspended in 2008 due to the financial crisis, BUT--offering a "variety of programs aligned with the new direction of the real estate market"; \$7,500 Enhanced Forgivable Loan (EFL) for home improvements; Closing Cost Reduction Program</p>	<p>Full-time employee of University of Pennsylvania or Health System who have completed the probation period</p>	<p>http://cms.business-services.upenn.edu/homeownership/fo rgivable-loan.html https://www.hr.upenn.edu/for-managers/hiring-and-recruitment/resources-for-prospective-faculty-and-staff</p>
<p>University of Washington</p>	<p>YES--Two apartment complexes (184+? units) near campus</p>	<p>YES--through Visiting Faculty Housing Service</p>	<p>MAJOR--Hometown Home Loan Program, HomeStart Savings Program, HomeSight Program, SnoHome Program, etc.</p>	<p>Permanent faculty or staff member of UW eligible for employee medical, dental, life, and LTD insurances; retirees of UW are also eligible</p>	<p>https://hr.uw.edu/benefits/more-ways-to-save/housing-for-faculty-and-staff/ https://www.washington.edu/uwfa/visiting-faculty-housing/</p>