

UNIVERSITY OF
NORTHERN COLORADO

BOARD OF TRUSTEES AGENDA ITEM

Meeting Date: November 15, 2019

☐ Action Item ☒ Discussion Item ☐ Information Item

**Name of
Item:**

Housing and Dining Report

Responsible Staff Member: Katrina Rodriguez

Summary of Issue:

Review of Housing and Dining Revenue, Expenses, Profit and Loss

Recommended Action by BOT:

☐ Approval ☒ No Action Needed

Change to Board Policy Manual:

☐ Approval ☒ No Action Needed

If yes, Section:

Administrative Recommendation (Motion): N/A



Signature of Vice President

11/8/19

Date



Signature of President

Date



Division of Student Affairs

ROOM & BOARD REVENUE EXECUTIVE SUMMARY BOARD OF TRUSTEES MEETING NOVEMBER 15, 2019

Discrepancy in Revenue Forecast from June Book to Actual

For two consecutive years the Departments of Housing and Dining Revenue has had variance from what was projected in the June Book. Revenue projection for Housing and Dining is made in March, after the conclusion of the initial residence hall renewal campaign. Residence hall opening occupancy is projected from the number of new and renewal contracts we have had at that time and adding in the average gain from that point in time until hall opening in the previous three years. This hall opening number helps determine the annual paid equivalency which is the foundation of budget development for both housing and dining. The application numbers for FY18, 19, and 20 were incorrect. Students can have up to three contract types (Residence Halls, Arlington Park, and Houses). To project accurately, the duplicates need to be removed manually in order to count each student only once. For example, the application count was inflated by 267 students in the Application Report from March 27, 2019. The business practice that leads to the duplicate contract count has been corrected, and the department is in the process of finding an automated solution to this problem.

The Departments of Housing and Dining Services operate within a business model. When actual occupancy and thus revenue comes in below the June Book projection, the departments are accustomed to adjusting expenses. In some cases, this reduction is a natural consequence of fewer people (Cost of Sales) and in others it is an adjustment to ways of operating (personnel, travel, supplies, recipes, and hours of operation). During years when reductions are necessary, these departments are adept at reducing expenses and have consistently paid their expenses, bond payments, and made significant contributions to the general fund as an auxiliary enterprise. This is seen in the attached Profit and Loss statement for the past 5 years.

Decline in Housing and Dining Occupancy and Revenue

The Departments of Housing and Dining have seen decreases in overall revenue, despite small rate increases (2% in FY 17-19). The majority of this decline is attributed to the overall enrollment decline at the university, and specifically the first-year and transfer populations. Some of the revenue loss is also attributed to the sale of University Apartments, which in FY 16 brought in \$682,363 in revenue. Dining is impacted by both the decline in students living in meal-plan required housing as well as the decline in selection of optional meal plans by renewal and off-campus students.

There has been an increase in the last five years of renewal students, despite the decrease in the overall undergraduate headcount. This has off-set, to a small degree, the occupancy decline due to new students.

Historical Reasons for Changes to Housing Capacity

When the occupancy documents are examined, there are changes in capacity from one year to the next. This is primarily due to varying our use of the University-owned houses due to the needs of the campus. For several years, on-campus housing or the University-owned houses were used for offices, international visiting scholars, short-term stays, and new faculty / staff transitional housing. The majority of these houses have returned to the student housing inventory. There is a demand for this type of option due to slightly lower price-points, kitchens, single rooms, and student desire for independence. To meet this demand additional houses can be considered for student housing next year.

Recommendations

The Departments of Housing and Dining have several recommendations that will maximize revenue (assuming occupancy remains stable) and improve the ability to forecast. These recommendations include:

- Refine both tiers and pricing in housing. There is evidence to support that the tiers can be collapsed to simplify housing options for students and for the department. This will allow the department to re-evaluate price. There are places where it may make sense to increase price (ie. Arlington Park) and perhaps decrease price in others.
- Require a 14-meal plan of all first-year students. This helps with both food insecurity and revenue. It does not, however, help with affordability. Students who receive financial aid are packaged at a 19 meal plan.
- Evaluate alternative uses / close additional buildings. This is a longer-term project. When we asked colleagues facing similar occupancy concerns across the country, we are all doing similar things to reduce costs. This is reassuring that we are not alone in this predicament, nor are we leaving anything out to mitigate lower occupancy. There were a couple of institutions that have found more unique uses / partnerships for residence hall uses (ie. Conference centers (other than summer), substance abuse treatment facilities, senior housing).
- Evaluate the commutable distance and the discounting of the local area. We changed our method of determining who could be exempt from living on campus almost a decade ago to compete with what CSU allows. We should re-evaluate what makes the most sense for our campus.
- Consider Sophomore students on-campus living requirement

UNC Housing & Dining Profit and Loss Statement¹

Table 1

	Notes	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Actuals	FY19 Actuals	FY20 Budget	FY20 Forecast	% of Total	Variance fav (unfav)
REVENUES										
Housing Room Revenue		17,377,121	18,110,722	18,846,229	19,067,843	18,338,010	18,143,908	17,125,585	51.6%	(1,018,323)
Dining Board Revenue		13,446,993	13,740,454	14,478,620	15,093,014	14,185,100	13,607,767	12,476,320	37.6%	(1,131,447)
Other Auxiliary Services	2	2,202,515	2,086,549	2,005,860	2,022,343	2,291,433	2,389,278	2,301,498	6.9%	(87,780)
Internal Revenues	3	1,649,566	2,098,983	2,221,857	2,048,109	2,205,200	1,921,217	1,991,216	6.0%	69,999
Other Revenue	4	291,240	236,589	274,457	348,996	334,049	323,761	323,761	1.0%	0
Subtotal Revenues		34,966,435	36,273,297	37,827,023	38,580,305	37,353,792	36,385,931	34,218,380	103.1%	(2,167,551)
RA Room & Board Waivers		(1,118,284)	(1,173,469)	(1,173,377)	(1,217,839)	(1,091,886)	(1,103,029)	(1,026,000)	-3.1%	77,029
NET REVENUES		33,848,151	35,099,828	36,653,646	37,362,466	36,261,906	35,282,902	33,192,380	100.0%	(2,090,522)
EXPENDITURES										
Exempt Salaries		1,455,144	1,400,184	1,543,034	1,676,709	1,580,097	1,627,213	1,617,764	6.8%	9,449
Classified Salaries		2,714,973	2,578,925	2,673,792	2,867,458	3,068,763	3,294,775	3,093,129	12.9%	201,646
Graduate Stipends		70,957	63,992	90,637	82,675	56,322	12,260	12,260	0.1%	-
Student and Other Wages		1,691,139	1,675,657	1,879,559	2,006,697	2,069,366	2,068,687	1,995,545	8.4%	93,142
Fringe Benefits		1,374,660	1,267,901	1,370,067	1,513,844	1,576,641	1,671,544	1,574,862	6.6%	96,682
Subtotal Personnel Expenses		7,306,873	6,986,659	7,557,089	8,147,383	8,341,209	8,694,479	8,293,560	34.7%	400,919
Cost of Sales		4,758,581	4,817,235	4,921,624	4,797,012	4,504,374	4,780,862	4,091,216	17.1%	689,646
Other Current Expenses	5	918,230	574,566	876,358	936,272	850,654	934,335	872,766	3.7%	61,569
Purchased Services	5	761,107	903,934	854,785	763,539	627,894	826,601	802,200	3.4%	24,401
Supplies		433,045	463,012	462,500	416,742	411,534	451,399	333,877	1.4%	117,522
Vehicle Cost		22,511	25,714	25,543	30,114	31,166	33,003	33,003	0.5%	-
Property Insurance		140,845	105,568	115,030	117,969	118,792	124,379	124,379	1.9%	-
Utilities		2,554,555	2,283,726	2,231,436	1,915,235	1,948,957	1,994,013	1,994,013	8.3%	-
Travel		23,096	29,695	31,658	19,088	2,921	28,074	2,160	0.0%	25,914
Capital		35,182	43,819	68,915	49,595	78,147	65,491	15,491	0.1%	50,000
Debt Service		7,260,641	7,185,444	7,256,453	7,427,932	7,291,659	7,326,949	7,326,949	30.7%	(0)
Subtotal Direct Non-personnel Expenses		16,907,793	16,432,713	16,844,302	16,475,498	15,866,098	16,565,106	15,596,053	65.3%	989,053
Subtotal Direct Expenses	6	24,214,666	23,419,372	24,401,391	24,622,881	24,207,307	25,259,585	23,889,613	100.0%	1,369,972
Administrative Overhead Allocation	7	1,732,043	1,807,465	1,887,010	1,938,752	1,883,673	1,849,547	1,729,299	26.2%	120,248
Auxiliary IT Allocation	8	165,476	165,476	165,476	165,476	165,476	165,476	165,476	2.5%	-
Utility Cost Allocation	9	202,804	202,804	202,804	187,986	187,986	187,986	187,986	2.8%	-
UC Space Rental	10	347,921	347,921	332,886	332,886	332,886	332,886	332,886	5.0%	-
Police Services Allocation	11	418,441	537,415	537,415	525,034	525,034	525,034	525,034	8.0%	-
Information Technology Allocations	12	376,501	396,010	385,629	387,201	382,313	393,268	393,268	6.0%	-
Facilities Custodial/Grounds/Maint Allocations	13	3,763,080	3,662,821	3,536,976	3,363,264	3,393,020	3,727,797	3,262,797	49.5%	465,000
Subtotal Indirect Expenses	6	7,006,266	7,119,902	7,048,196	6,900,599	6,860,388	7,181,994	6,596,746	100.0%	585,248
TOTAL EXPENDITURES	14	31,220,932	30,539,274	31,449,587	31,523,480	31,067,695	32,441,579	30,486,359	100.0%	1,955,220
PROFIT/LOSS		2,627,219	4,560,554	5,204,059	5,838,986	5,194,211	2,841,323	2,706,021	100.0%	(135,302)
Transfer to General Fund	15	4,287,091	5,481,251	3,404,060	4,042,217	5,181,328	1,040,221	906,021	33.5%	134,200
Transfer to Capital Reserves		-	-	1,800,000	1,800,000	-	1,800,000	1,800,000	66.5%	-
Other Misc Transfers	16	(165,376)	79,303	(473,163)	-	500	-	-	0.0%	-
TOTAL INTERNAL TRANSFERS		4,121,715	5,560,554	4,730,897	5,842,217	5,181,828	2,840,221	2,706,021	100.0%	134,200
NET CHANGE IN AUXILIARY FUND BALANCE		(1,494,496)	(1,000,000)	473,162	(3,231)	12,383	1,102	(0)	(0)	(1,102)

Notes to UNC Housing & Dining Profit and Loss Statement

- 1) Housing & Dining's P&L statement is presented as a consolidated statement.
- 2) Other Auxiliary Revenue consists mainly of Dining cash sales, short-term room and board, senior meals and utilities billed to residents at Arlington Park.
- 3) Internal Revenues are generated mostly via summer conferences, catering, and department-purchased meals for official functions.
- 4) Other Revenues consists of vending commissions and interest income.
- 5) OCE consists mainly of bad debt, Dining royalties (ie Subway), and banking fees. Purchased Services consists mainly of cable and laundry services in the residence halls and catering.
- 6) Direct costs include all costs that are directly traceable to Housing & Dining activities where a change in Housing & Dining expense will impact actual overall University cash. Indirect costs are generated in another department, then allocated to Housing & Dining based on its estimated usage of said indirect expenses.
- 7) Administrative overhead allocates expenses for centralized administrative functions such as human resources and accounting. Expense allocations are calculated at 5.74% of total revenue less cost of sales.
- 8) Auxiliary IT allocation recoups the IT department's costs associated with supporting Housing & Dining technology—hardware, software and equipment. The allocation amount was established based on Housing & Dining's technology usage in FY13 and has not been updated since.
- 9) The utility cost allocation recoups the costs associated with generating high temp hot water from the Heating Plant which is managed by Facilities. The allocation amount estimates the Auxiliaries portion of actual costs, but the amount has not been updated on an annual basis.
- 10) The University Center charges rent for the various spaces which other departments/outside vendors occupy. Dining Services occupies several UC spaces & is allocated at a set amount.
- 11) The police services allocation is intended to allocate the portion of the police department costs associated with the residence halls to Auxiliaries.
- 12) The majority of IT allocations is the ResNet allocation which recoups IT's cost to deliver internet to the residence halls.
- 13) An allocation is charged to campus areas, including Housing & Dining, to recoup all of the actual expenditures for each job related to campus custodial, grounds and building maintenance.
- 14) Total expenditures does not include depreciation which is fully expensed centrally. If UNC were to allocate depreciation, Housing & Dining's portion would be approximately \$4,823,000
- 15) During the 5-year fiscal sustainability plan, bulk transfers of funds were made from Housing & Dining to the general fund to subsidize investments and reduce use of reserves.
- 16) The large transfer in FY17 was from combining Arlington Park cash with Auxiliary cash.

Room and Board Budgeted Revenue vs. Actual Revenue

Table 1A

	FY16	FY17	FY18	FY19	FY20 ¹
HRE Budgeted Room Rev	18,624,952	18,821,529	19,383,324	19,648,258	18,143,908
HRE Actual Room Rev	18,110,722	18,846,229	19,067,843	18,338,011	17,125,585
Variance	(514,230)	24,700	(315,481)	(1,310,247)	(1,018,323)
DS Budgeted Board Rev	13,907,036	14,362,939	15,237,768	15,694,007	13,607,767
DS Actual Board Rev	13,740,454	14,478,620	15,093,014	14,185,100	12,476,320
Variance	(166,582)	115,681	(144,754)	(1,508,907)	(1,131,447)
Total Budgeted R&B	32,531,988	33,184,468	34,621,092	35,342,265	31,751,675
Total Actual R&B	31,851,176	33,324,849	34,160,857	32,523,110	29,601,905
Total Variance R&B	(680,812)	140,381	(460,235)	(2,819,155)	(2,149,770)

¹FY20 Actual is based on projected revenue

Changes in Room & Board Revenue FY16 to FY20 Forecasted

Table 2

	Ref ⁹	Counts	Revenue
Housing & Residential Education			
FY16 Room revenue ¹		3,129	18,110,722
Occupancy decline due to enrollment decline ²	A	(245)	(1,377,880)
Remaining housing decline ³	B	(92)	(517,408)
Increase in continuing students	C	148	832,352
Loss of University Apts		(97)	(682,363)
Rate increases (2% in FY17 through FY19)			980,902
Other Miscellaneous Changes ⁴		(3)	(220,740)
FY20 Q1 Room revenue forecast		2,840	17,125,585
Dining Services ¹⁰			
FY16 Board revenue		6,556	13,740,454
Loss in Mandatory Meal Plan Participation due to enrollment decline ⁵	D	(181)	(1,015,772)
Loss in Non-Mandatory Meal Plan Participation due to enrollment decline ⁶	E	(24)	(118,992)
Loss in Bear Plan Meal Plan Participation due to enrollment decline ⁷	F	(59)	(91,686)
Rate increases (2% in FY17 through FY19)			765,957
Meal plan sales decline due to freshmen living in non-mandated housing		(100)	(561,200)
Other miscellaneous changes ⁸		(125)	(242,441)
FY20 Q1 Board revenue projection		6,067	12,476,320
FY16 Room and Board Revenue Actual			\$ 31,851,176
FY20 Room and Board Revenue Forecast			\$ 29,601,905

¹Based on paid equivalency and annual paid percentage. Paid equivalency is analogous to a net effect that is due to the ebbs and flows of housing students. Students migrate from tier to tier and withdraw at various times throughout the semester/year.

²Occupancy decline from FY16 to FY20 in Freshmen/Transfers, \$5,624 was the average room rate used for calculations

³Increase in students living off campus and petition for release

⁴This includes changes in tiers, changes in rate due to student migration throughout housing inventory

⁵Mandatory Meal Plan Average Rate: \$5,612

⁶Non-Mandatory Meal Plan Average Rate: \$4,958

⁷Bear Plan Average Rate: \$1554

⁸This includes changes in meal plans, adding dining dollars, and bear bucks throughout the academic year

⁹References are defined on the Census Enrollment Headcount document

¹⁰Dining Services counts are calculated on a semesterly basis versus annual.

UG Enrollment of Students in Main Campus Programs
Census Headcount for Each Term

Table 2A

Census Enrollment Headcount	Fall 2015	Fall 2019	Change	% Change		
New First-Time, Transfer, FT & PT (Degree-Seeking)	2,665	2,350	-315	-11.82%		
Continuing, FT & PT (Degree-Seeking)	5,822	5,528	-294	-5.05%		
Total Degree-seeking students	8,487	7,878	-609	-7.18%		
Residence Hall Occupancy at Census					Occupancy Change: Enrollment Decline	Occupancy Change: Other Reasons
Freshmen/Transfers	2,074	1,737	-337	-11.82%	A	B
Renewals	687	835	148	-5.05%	C	183
Total On campus	2,761	2,572	-189	-7.18%	-280	91
Housing Occupancy Yield of Headcount by Population						
First-year and Transfer Students	77.8%	73.9%				
Renewals/Continuing	11.8%	15.1%				
Percentage of Total Undergraduate Population Housed	33.10%	33%				
Enrollment by Meal Plan Status at Census						
Students eligible for mandatory meal plans*	2,394	2,210	-184	-7.69%		
Students eligible for nonmandatory meal plans*	6,093	5,668	-425	-6.98%		
Total Degree-seeking students	8,487	7,878	-609	-7.18%		
Dining Meal Plans at Census					Meal Plan Decline: Enrollment Decline	Remaining Meal Plan Decline: Other Reasons
Mandatory*	2,351	2,074	-277	-7.69%	D	-96
Nonmandatory	348	286	-62	-6.98%	E	-38
Bear Plans	845	709	-136	-6.98%	F	-77
TOTAL	3,544	3,069	-475	-7.18%	-264	G

A Freshman/Transfer Fall 15 headcount * enrollment change percentage (2,074 * 0.1182)

B Change between Fall19 & Fall15 (337-245) including increase in students living off campus & petition for release.

C Fall 19 renewals - Fall 15 renewals (835-687)

D Mandatory meals Fall 15 * enrollment change percentage (2,351 * -.0769)

E Nonmandatory meals Fall 15 * enrollment change percentage (348 * -.0698)

F Bear Plans Fall 15 * enrollment change percentage (845 * -.0698)

G This includes changes in meal plans, adding dining dollars, and bear bucks throughout the academic year

*There is a difference between these two numbers because they are released from their dining contract.

Comparison Paid Equivlency FY16 to FY20

Table 3

FY19-20										
	FY15-16									
	Capacity	Opening Occupancy	Final Occupancy	Paid Equivalency	Annual Paid Percentage	Capacity	Opening Occupancy	Forecasted Final Occupancy ¹	Forecasted Paid Equivalency ¹	Forecasted Annual Paid Percentage ¹
Tier 1	766	705	562	629	82.11%	767	622	516	553	72.10%
Tier 2	542	538	444	485	89.56%	542	510	423	469	86.53%
Tier 3	281	263	230	246	87.60%	281	257	213	277	98.58%
Tier 4	429	367	305	342	79.68%	429	362	300	306	71.33%
Tier 5	330	321	298	313	94.77%	330	312	259	286	86.67%
Tier 6	719	701	603	646	89.88%	719	596	495	529	73.57%
Arlington Park	396	377	379	355	89.70%	396	382	317	380	95.96%
University Apts	97	87	92	83	85.97%	-	-	0	-	
Houses	37	36	24	28	76.21%	44	33	27	40	90.91%
Grand Total	3,597	3,395	2,937	3,128		3,508	3,074	2,551	2,840	

¹FY19-20 are forecasted totals for final occupancy, paid equivalency, and annual paid percentage

² University Apartments was sold in February 2017

ROOM & BOARD SUMMARY FY 2016 - FY 2020

Table 4

Description	FY 15-16 ¹			FY 16-17 ²			FY 17-18 ³			FY 18-19 ⁴			FY 19-20 ⁵		
	Paid Equivalency	Rate	Revenue	Paid Equivalency	Rate	Revenue	Paid Equivalency	Rate	Revenue	Paid Equivalency	Rate	Revenue	Paid Equivalency	Rate	Revenue
Tier 1	629	4,800	3,019,200	655	4,896	3,206,880	695	4,990	3,468,050	639	5,090	3,252,510	553	5,090	2,814,770
Tier 2	485	5,000	2,425,000	507	5,100	2,585,700	518	5,200	2,693,600	486	5,304	2,577,744	469	5,304	2,487,576
Tier 3	246	5,466	1,344,636	258	5,576	1,438,608	258	5,690	1,468,020	247	5,804	1,433,588	277	5,804	1,607,708
Tier 4	342	5,816	1,989,072	378	5,992	2,264,976	381	6,050	2,305,050	366	6,172	2,258,952	306	6,172	1,888,632
Tier 5	313	6,262	1,960,006	309	6,388	1,973,892	315	6,520	2,053,800	307	6,650	2,041,550	286	6,650	1,901,900
Tier 6	646	6,522	4,213,212	646	6,652	4,297,192	661	6,780	4,481,580	611	6,916	4,225,676	529	6,916	3,658,564
Total Res Halls	2,661		14,951,126	2,753		15,767,248	2,828		16,470,100	2,656		15,790,020	2,420		14,359,150
Paid Singles	194	500	97,000	49	500	24,500	40	500	20,000	180	500	90,000	200	500	100,000
Arlington (12 mos.)	355	3 Various	2,243,643	361	3 Various	2,261,843	361	3 Various	2,276,195	356	3 Various	2,379,719	380	3 Various	2,385,558
Houses (Groups)	28	Lease	178,150	-	Off-line	156,864	N/A	Off-line	129,174	11	4,058	44,638	40	6,172	246,880
Creek Housing	3 Houses	Lease	77,858	3 Houses	Lease	79,610	3 Houses	Lease	74,452	3 Houses	Lease	86,184	3 Houses	Lease	85,803
University Apartments (12 mos.)	85	6 Various	682,363	0	6 Various	414,942	-	Sold UA	1,702	-	Sold UA	-	-	Sold UA	-
Student migration and other			(119,418)			141,222			170,672			(52,550)			(51,806)
Total Housing & Res Ed	3,129		\$ 18,110,722	3,114		\$ 18,846,229	3,189		19,067,843	3,023		18,338,011	2,840		17,125,585
Mandatory Meal Plans	4,463	Various	11,011,210	4,603	Various	11,435,590	4,697	Various	11,826,510	4,384	Various	11,193,035	4,078	Various	10,289,574
Nonmandatory Meal Plans	590	Various	1,319,975	688	Various	1,586,720	807	Various	1,852,350	716	Various	1,705,975	427	Various	1,049,670
Bear Plans	1,503	Various	983,348	1,474	Various	951,235	1,380	Various	890,138	1,318	Various	839,414	1,255	Various	831,327
Optional Dining Dollars	1	1	248,487	1	1	271,013		1	285,326		1	234,711		1	255,749
Summer Meal Plan Revenue		Various	67,814		Various	76,057		Various	92,916		Various	88,394		Various	50,000
Other Misc Revenue			109,620			158,005			165,775			123,571			
Total Dining Services	6,556		\$ 13,740,454	6,765		\$ 14,478,620	6,884		\$15,093,014	6,418		\$ 14,185,100	5,760		12,476,320
Grand Total			\$ 31,851,176			\$ 33,324,849			\$34,160,857			\$ 32,523,111			\$ 29,601,905

¹FY15-16 Decker is off-line for DOS, Houses were rented by 15 students, faculty & staff

²FY16-17 Houses are off-line for visiting scholars, University Apartments were sold in February

³FY17-18 Houses are off-line for visiting scholars

⁴FY18-19 Berkenkotter House & Horst House added back into student occupancy

⁵FY19-20 Revenue is forecasted, Decker is off-line for the academic year, 6 Houses are added back into student occupancy

Dining Services Board Plan Summary: Percent of Sales/Total Change by Meal Plan Type

Table 5

Mandatory Meal Plans (Residence Halls):

Meal Plan Type	FY2015-16 MP Sales ¹	% of Sales	FY2019-20 MP Sales ²	% of Sales	Variance	Total % Change
Freshman Options:						
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	202	5%	116	3%	(86)	-43%
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	718	16%	326	8%	(392)	-55%
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	1,898	43%	1,501	37%	(397)	-21%
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	1,414	32%	1,811	44%	397	28%
Upperclassman Options:						
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	58	1%	43	1%	(15)	-26%
5 Meals per Week/30 Bonus Meals/300 Dining Dollars	173	4%	281	7%	108	62%
Total	4,463	100%	4,078	100%	(385)	-9%

Non-Mandatory Meal Plans (Lawrenson, Arlington Park):

Meal Plan Type	FY2015-16 MP Sales ¹	% of Sales	FY2019-20 MP Sales ²	% of Sales	Variance	Total % Change
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	19	3%	6	1%	(13)	-68%
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	59	10%	32	7%	(27)	-46%
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	153	26%	139	33%	(14)	-9%
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	191	32%	187	44%	(4)	-2%
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	25	4%	23	5%	(2)	-8%
5 Meals per Week/30 Bonus Meals/300 Dining Dollars	143	24%	40	9%	(103)	-72%
Total	590	100%	427	100%	(163)	-28%

Bear Plans (Lawrenson, Arlington Park, UNC houses, off-campus):

Meal Plan Type	FY2015-16 MP Sales ¹	% of Sales	FY2019-20 MP Sales ²	% of Sales	Variance	Total % Change
160 Bear Plan	120	8%	74	6%	(46)	-38%
120 Bear Plan	123	8%	88	7%	(35)	-28%
80 Bear Plan	407	27%	356	28%	(51)	-13%
50 Bear Plan	325	22%	301	24%	(24)	-7%
25 Bear Plan	345	23%	255	20%	(90)	-26%
10 Bear Plan	150	10%	157	13%	7	5%
Bonus Meals	33	2%	23	2%	(10)	-30%
Total	1,503	100%	1,254	100%	(249)	-17%

¹Meal plan sales are calculated on a semester basis and the total sales reflect actual year-end sales for fiscal year

²Meal plan sales are calculated on a semester basis and FY20 meal plan sales were taken from the 09.09.2019 revenue projection

EV2015-16

FY2015-16										FY2016-17										FY2017-18									
Meal Plan Type	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue									
Mandatory Meal Plans (Residence Halls):																													
Freshman Options:																													
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	\$ 2,990	137	65	\$409,630	\$194,350	\$ 3,050	132	87	\$402,600	\$265,350	\$ 3,110	115	91	\$357,650	\$263,010														
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	\$ 2,780	345	373	\$959,100	\$1,036,940	\$ 2,835	308	210	\$873,180	\$956,350	\$ 2,890	292	203	\$843,880	\$966,670														
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	\$ 2,540	1,144	754	\$2,905,760	\$1,915,160	\$ 2,590	1,105	829	\$2,861,950	\$2,147,110	\$ 2,640	1,110	878	\$2,930,400	\$2,317,920														
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	\$ 2,265	628	786	\$1,422,420	\$1,780,290	\$ 2,310	747	901	\$1,725,570	\$2,081,310	\$ 2,355	763	903	\$1,796,865	\$2,126,565														
Upperclassman Options:																													
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	\$ 1,850	23	35	\$42,550	\$64,750	\$ 1,885	31	31	\$58,435	\$58,435	\$ 1,925	35	35	\$67,375	\$67,375														
15 Meals per Week/30 Bonus Meals/300 Dining Dollars	\$ 1,620	74	99	\$119,880	\$160,380	\$ 1,650	95	127	\$156,750	\$209,550	\$ 1,650	117	155	\$193,050	\$255,750														
Total:		2,351	2,112	\$5,859,340	\$5,151,870		2,418	2,185	\$6,078,485	\$5,357,105		2,432	2,265	\$6,189,220	\$5,637,290														
Non-Mandatory Meal Plans (Lawrenson, Arlington Park): Meal Plan Type																													
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	\$ 2,990	13	6	\$38,870	\$17,940	\$ 3,050	17	5	\$51,850	\$15,250	\$ 3,110	12	2	\$37,320	\$6,220														
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	\$ 2,780	32	27	\$88,960	\$75,060	\$ 2,835	37	14	\$104,895	\$39,690	\$ 2,890	46	17	\$132,940	\$49,130														
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	\$ 2,540	101	52	\$256,540	\$132,080	\$ 2,590	144	58	\$372,960	\$150,220	\$ 2,640	168	60	\$443,520	\$158,400														
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	\$ 2,265	105	86	\$237,825	\$194,790	\$ 2,310	143	107	\$330,330	\$247,170	\$ 2,355	180	89	\$423,900	\$209,595														
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	\$ 1,850	15	10	\$27,750	\$18,500	\$ 1,885	17	6	\$32,045	\$11,310	\$ 1,925	18	7	\$34,650	\$13,475														
15 Meals per Week/30 Bonus Meals/300 Dining Dollars	\$ 1,620	82	61	\$132,840	\$98,620	\$ 1,650	91	49	\$150,150	\$80,850	\$ 1,650	141	67	\$232,850	\$110,550														
Total:		348	242	\$782,785	\$537,190		449	239	\$1,042,230	\$544,490		565	242	\$1,304,980	\$547,370														
Bear Plans (Lawrenson, Arlington Park, UNC houses, off-campus): Meal Plan Type																													
160 Bear Plan	\$ 1,650	93	27	\$153,450	\$44,550	\$ 1,685	48	42	\$80,880	\$70,770	\$ 1,720	42	26	\$72,240	\$44,720														
120 Bear Plan	\$ 1,250	83	40	\$103,750	\$50,000	\$ 1,275	64	52	\$81,600	\$66,300	\$ 1,301	78	54	\$101,478	\$70,254														
80 Bear Plan	\$ 845	216	191	\$182,520	\$161,395	\$ 860	252	169	\$216,720	\$145,340	\$ 875	195	167	\$170,625	\$146,125														
50 Bear Plan	\$ 535	177	148	\$94,695	\$79,180	\$ 545	171	159	\$93,195	\$86,655	\$ 556	181	145	\$100,636	\$80,620														
25 Bear Plan	\$ 271	181	164	\$49,051	\$44,444	\$ 275	189	128	\$51,975	\$35,200	\$ 280	152	132	\$42,560	\$36,960														
10 Bear Plan	\$ 111	78	72	\$8,658	\$7,992	\$ 113	90	81	\$10,170	\$9,153	\$ 115	95	80	\$10,925	\$9,200														
Bonus Meals	\$ 111	17	16	\$1,887	\$1,776	\$ 113	20	9	\$2,260	\$1,017	\$ 115	21	12	\$2,415	\$1,380														
Total:		845	658	\$594,011	\$389,337		834	640	\$536,800	\$414,435		764	616	\$500,879	\$389,259														
Dining Dollars:																													
Optional Dining Dollars	\$ 1	131,131	91,456	\$131,131	\$91,456	\$ 1	151,332	98,856	\$151,332	\$98,856	\$ 1	144,538	86,513	\$144,538	\$86,513														
Dining Dollars Purchased by Credit Card	\$ 1	14,800	11,100	\$14,800	\$11,100	\$ 1	12,600	8,225	\$12,600	\$8,225	\$ 1	17,675	16,600	\$17,675	\$16,600														
Total:		145,931	102,556	\$145,931	\$102,556		163,932	107,081	\$163,932	\$107,081		162,213	103,113	\$162,213	\$103,113														
Other Miscellaneous Revenue																													
Summer Meal Plan Revenue					\$67,814					\$76,057					\$92,915.63														
Other Miscellaneous Revenue					\$109,620					\$158,005					\$165,774.55														

Dining Services: Revenue Distribution Summary

Table 6 cont.

Table 6 cont.										
FY2018-19										
FY2019-20										
Meal Plan Type	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue	Rate	Fall MP Sales	Spring MP Sales	Fall MP Revenue	Spring MP Revenue
Mandatory Meal Plans (Residence Halls):										
Freshman Options:										
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	\$ 3,175	91	62	\$288,925	\$196,850	\$ 3,175	68	48	\$215,900	\$152,400
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	\$ 2,950	270	185	\$796,500	\$545,750	\$ 2,950	193	133	\$569,350	\$392,350
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	\$ 2,695	990	755	\$2,668,050	\$2,034,725	\$ 2,695	848	653	\$2,285,360	\$1,759,835
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	\$ 2,405	775	920	\$1,863,875	\$2,212,600	\$ 2,405	827	984	\$1,988,935	\$2,366,520
Upperclassman Options:										
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	\$ 1,965	33	37	\$64,845	\$72,705	\$ 1,965	21	22	\$41,265	\$43,230
5 Meals per Week/30 Bonus Meals/300 Dining Dollars	\$ 1,685	105	161	\$176,925	\$271,285	\$ 1,685	117	164	\$197,145	\$276,340
Total:		2,264	2,120	\$5,859,120	\$5,333,915		2,074	2,004	\$5,297,955	\$4,990,675
Non-Mandatory Meal Plans (Lawrenson, Arlington Park): Meal Plan Type										
Any Meal/Any Time/10 Bonus Meals/100 Dining Dollars	\$ 3,175	11	4	\$34,925	\$12,700	\$ 3,175	5	1	\$15,875	\$3,175
19 Meals per Week/15 Bonus Meals/150 Dining Dollars	\$ 2,950	42	17	\$123,900	\$50,150	\$ 2,950	23	9	\$67,850	\$26,550
14 Meals per Week/20 Bonus Meals/200 Dining Dollars	\$ 2,695	154	67	\$415,030	\$180,565	\$ 2,695	99	40	\$266,805	\$107,800
10 Meals per Week/25 Bonus Meals/250 Dining Dollars	\$ 2,405	166	78	\$399,230	\$187,590	\$ 2,405	119	68	\$286,195	\$163,540
10 Meals per Week/0 Bonus Meals/0 Dining Dollars	\$ 1,965	6	7	\$11,790	\$13,755	\$ 1,965	14	9	\$27,510	\$17,685
5 Meals per Week/30 Bonus Meals/300 Dining Dollars	\$ 1,685	100	64	\$168,500	\$107,840	\$ 1,685	26	14	\$43,810	\$23,590
Total:		479	237	\$1,153,375	\$552,600		286	141	\$708,045	\$342,340
Bear Plans (Lawrenson, Arlington Park, UNC houses, off-campus): Meal Plan Type										
160 Bear Plan	\$ 1,755	31	22	\$54,405	\$38,610	\$ 1,755	43	31	\$75,465	\$54,405
120 Bear Plan	\$ 1,330	56	32	\$74,480	\$42,560	\$ 1,330	52	36	\$69,160	\$47,880
80 Bear Plan	\$ 895	242	147	\$216,590	\$131,565	\$ 895	208	148	\$186,160	\$132,460
50 Bear Plan	\$ 569	165	138	\$93,885	\$78,522	\$ 569	162	139	\$92,178	\$79,091
25 Bear Plan	\$ 286	178	130	\$50,908	\$37,180	\$ 286	145	110	\$41,470	\$31,460
10 Bear Plan	\$ 117	90	66	\$10,530	\$7,722	\$ 117	86	71	\$10,062	\$8,307
Bonus Meals	\$ 117	9	12	\$1,053	\$1,404	\$ 117	13	10	\$1,521	\$1,170
Total:		771	547	\$501,851	\$337,563		709	545	\$476,016	\$354,773
Dining Dollars:										
Optional Dining Dollars	\$ 1	128,935	68,676	\$128,935	\$68,676	\$ 1	141,602	83,545	\$141,602	\$83,545
Dining Dollars Purchased by Credit Card	\$ 1	21,300	15,800	\$21,300	\$15,800	\$ 1	17,192	13,410	\$17,192	\$13,410
Total:		150,235	84,476	\$150,235	\$84,476		158,794	96,955	\$158,794	\$96,955
Other Miscellaneous Revenue										
Summer Meal Plan Revenue				\$88,394.00						\$50,000.00
Other Miscellaneous Revenue				\$123,571.00						TBD

Housing & Residential Education Actual Occupancy vs. Paid Equivalency

Table 7

Table 7																					
FY 15-16										FY 16-17					FY 17-18						
	Capacity	Opening Occupancy	Opening Occupancy Percent	Final Occupancy	Final Occupancy Percent	Paid Equivalency	Annual Paid Percent¹	Capacity	Opening Occupancy	Opening Occupancy Percent	Final Occupancy	Final Occupancy Percent	Paid Equivalency	Annual Paid Percent¹	Capacity	Opening Occupancy	Opening Occupancy Percent	Final Occupancy	Final Occupancy Percent	Paid Equivalency	Annual Paid Percent¹
Tier 1	766	705	92.04%	562	73.37%	629	82.16%	738	751	101.76%	609	82.52%	655	88.79%	767	792	103.26%	644	83.96%	695	90.64%
Tier 2	542	538	99.26%	444	81.92%	485	89.56%	542	573	105.72%	454	83.76%	506	93.43%	542	572	105.54%	472	87.08%	517	95.43%
Tier 3	281	263	93.59%	230	81.85%	246	87.60%	281	282	100.36%	241	85.77%	258	91.74%	281	294	104.63%	237	84.34%	258	91.96%
Tier 4	429	367	85.55%	305	71.10%	342	79.68%	429	419	97.67%	350	81.59%	378	88.07%	429	399	93.01%	354	82.52%	381	88.73%
Tier 5	330	321	97.27%	298	90.30%	313	94.77%	330	337	102.12%	289	87.58%	309	93.73%	330	337	102.12%	300	90.91%	315	95.52%
Tier 6	719	701	97.50%	603	83.87%	646	89.88%	719	715	99.44%	620	86.23%	646	89.87%	719	721	100.28%	626	87.07%	661	91.90%
Arlington Park	396	377	95.20%	379	95.71%	355	89.70%	396	377	95.20%	385	97.22%	361	91.25%	396	375	94.70%	375	94.70%	361	91.17%
University Apts	97	87	89.69%	92	94.85%	83	85.97%		86	N/A		N/A		N/A			N/A		N/A		N/A
Houses	37	36	97.30%	24	64.86%	28	76.21%			N/A		N/A		N/A			N/A		N/A		N/A
Grand Total	3,597	3,395		2,937		3,129		3,435	3,540		2,948		3,114		3,464	3,490		3,008		3,189	

¹The annual paid percentage formula is used to calculate the average value of each student contract and takes into consideration relevant items such as tier, student withdrawal, and contract length.

Housing & Residential Education Actual Occupancy vs. Paid Equivalency

Table 7 cont.

Table / Cont.	FY 18-19							FY 19-20						
	Capacity	Opening Occupancy	Opening Occupancy Percent	Final Occupancy	Final Occupancy Percent	Paid Equivalency	Annual Paid Percent¹	Capacity	Opening Occupancy	Opening Occupancy Percent	Forecasted Final Occupancy	Paid Equivalency	Annual Paid Percent¹	
Tier 1	767	720	93.87%	596	77.71%	639	83.35%	767	622	81.10%	516	553	72.10%	
Tier 2	542	548	101.11%	444	81.92%	485	89.51%	542	510	94.10%	423	469	86.53%	
Tier 3	281	260	92.53%	236	83.99%	247	88.05%	281	257	91.46%	213	277	98.58%	
Tier 4	429	402	93.71%	334	77.86%	366	85.37%	429	362	84.38%	300	306	71.33%	
Tier 5	330	311	94.24%	297	90.00%	307	93.04%	330	312	94.55%	259	286	86.67%	
Tier 6	719	665	92.49%	567	78.86%	611	84.94%	719	596	82.89%	495	529	73.57%	
Arlington Park	396	383	96.72%	371	93.69%	356	89.92%	396	382	96.46%	317	380	95.96%	
University Apts			N/A		N/A	0	N/A			N/A	0		N/A	
Houses	14	8	57.14%	4	28.57%	11	79.11%	44	33	75.00%	27	40	90.91%	
Grand Total	3,478	3,297		2,849		3,023		3,508	3,074		2,551	2,840		

¹The annual paid percentage formula is used to calculate the average value of each student contract and takes into consideration relevant items such as tier, student withdrawal, and contract length.

Opening Occupancy By Facility & Classification

Table 8

Table 8																
FY 15-16 ¹										FY 16-17 ²				FY 17-18 ³		
Building	Design Capacity	Opening Occupancy	Freshman	Transfer	Renewal	Design Capacity	Opening Occupancy	Freshman	Transfer	Renewal	Design Capacity	Opening Occupancy	Freshman	Transfer	Renewal	
Tier 1																
Belford Hall	52	49	44	89.80%	2	4.08%	3	6.12%			53	49	43	87.76%	4	8.16%
Decker Hall	28							-	-	-	28		-	-	-	-
Gordon Hall	28	25	23	92.00%	1	4.00%	1	4.00%	3	11.11%	28	27	23	85.19%	3	11.11%
Sabin Hall	33	30	26	86.67%	3	10.00%	1	3.33%	1	3.70%	33	36	25	69.44%	1	2.78%
Snyder Hall	100	96	68	70.83%	11	11.46%	17	17.71%	4	3.74%	100	107	75	70.09%	1	3.74%
Wiebking Hall	243	233	201	86.27%	7	3.00%	25	10.73%	16	6.40%	243	250	208	83.20%	16	6.40%
Wilson Hall	282	272	224	82.35%	13	4.78%	35	12.87%	19	6.74%	282	282	219	77.66%	19	6.74%
Tier 2																
Harrison Hall	542	538	484	89.96%	14	2.60%	40	7.43%	13	2.27%	542	573	490	85.51%	13	2.27%
Tier 3																
Bond Hall	51	45	21	46.67%	6	13.33%	18	40.00%	4	7.84%	51	51	28	54.90%	4	7.84%
Brown Hall	33	33	24	72.73%	3	9.09%	6	18.18%	4	12.90%	33	31	23	74.19%	4	12.90%
Dickeson Hall	55	55	20	36.36%	0	0.00%	35	63.64%	6	10.91%	55	55	11	20.00%	6	10.91%
Hansen-Willis Hall	108	99	63	63.64%	2	2.02%	34	34.34%	7	6.36%	108	110	66	60.00%	7	6.36%
Lujan Hall	34	31	24	77.42%	2	6.45%	5	16.13%	0	0.00%	34	35	31	88.57%	0	0.00%
Tier 4																
Lawrenson Hall	429	367	121	32.97%	98	26.70%	148	40.33%	83	19.81%	429	419	168	40.10%	83	19.81%
Tier 5																
Turner Hall	330	321	82	25.55%	23	7.17%	216	67.29%	19	5.64%	330	337	88	26.11%	19	5.64%
Tier 6																
North Hall	375	364	282	77.47%	14	3.85%	68	18.68%	18	4.80%	375	375	298	79.47%	18	4.80%
South Hall	344	337	257	76.26%	18	5.34%	62	18.40%	16	4.71%	344	340	249	73.24%	16	4.71%
University Apts	97	87	5	5.75%	18	20.69%	64	73.56%	13	15.12%	97	86	1	1.16%	13	15.12%
Arlington Park	396	377	2	0.53%	20	5.31%	355	94.16%	37	9.81%	396	377	12	3.18%	37	9.81%
Houses	37	35	2	5.71%	9	25.71%	24	68.57%	-	-	-	-	-	-	-	-
Total	3,597	3,394	1,973	264	1,157	3,561	3,540	2,058	267	1,213	3,464	3,490	2,005	241	1,244	

¹FY15-16 Decker is off-line for DOS. Houses were rented by faculty & staff²FY16-17 Houses are off-line for visiting scholars. University Apartments were sold in February³FY17-18 Houses are off-line for visiting scholars⁴FY18-19 Berkenkotter House & Horst House added back into student occupancy⁵FY19-20 Revenue is forecasted. Decker is off-line for the academic year. 8 Houses are added back into student occupancy

These numbers do not include no show students who were originally assigned on campus

Opening Occupancy By Facility & Classification

Table 8 cont.

Table 8 cont.										
FY 18-19 ¹						FY 19-20 ²				
Building	Design Capacity	Opening Occupancy	Freshman	Transfer	Renewal	Design Capacity	Opening Occupancy	Freshman	Transfer	Renewal
Tier 1										
Belford Hall	53	51	46	90.20%	3	5.88%	2	3.92%		
Decker Hall	28	23	20	86.96%	0	0.00%	3	13.04%		
Gordon Hall	28	25	24	96.00%	0	0.00%	1	4.00%		
Sabin Hall	33	29	12	41.38%	2	6.90%	15	51.72%		
Snyder Hall	100	94	63	67.02%	8	8.51%	23	24.47%		
Wiebking Hall	243	231	201	87.01%	9	3.90%	21	9.09%		
Wilson Hall	282	287	212	79.40%	11	4.12%	44	16.48%		
Tier 2										
Harrison Hall	542	548	441	80.47%	16	2.92%	93	16.97%		
Tier 3										
Bond Hall	51	45	13	28.89%	0	0.00%	32	71.11%		
Brown Hall	33	31	28	90.32%	1	3.23%	2	6.45%		
Dickeson Hall	55	51	14	27.45%	2	3.92%	35	68.63%		
Hansen-Willis Hall	108	101	50	49.50%	3	2.97%	48	47.59%		
Lujan Hall	34	32	29	90.63%	0	0.00%	3	9.38%		
Tier 4										
Lawrenson Hall	429	402	171	42.54%	58	14.43%	172	42.79%		
Tier 5										
Turner Hall	330	311	77	24.76%	14	4.50%	220	70.74%		
Tier 6										
North Hall	375	354	248	70.06%	17	4.80%	89	25.14%		
South Hall	344	311	194	62.38%	14	4.50%	103	33.12%		
University Apts	-	-	-	-	-	-	-	-	-	-
Arlington Park	396	383	2	0.52%	73	19.06%	307	80.16%		
Houses	14	8	0	0.00%	7	87.50%	1	12.50%		
Total	3,478	3,297	1,845		238		1,214		185	1,227

¹FY15-16 Decker is off-line for DOS, Houses were rented by faculty & staff

²FY16-17 Houses are off-line for visiting scholars, University Apartments were sold in February

³FY17-18 Houses are off-line for visiting scholars

⁴FY18-19 Berkenkotter House & Horst House added back into student occupancy

⁵FY19-20 Revenue is forecasted, Decker is off-line for the academic year, 6 Houses are added back into student occupancy

These numbers do not include no show students who were originally assigned on campus



Housing & Residential Education

Academic Initiatives

For several years Housing and Residential Education has been actively support student success , retention, and achievement through a variety of programs. Each of these programs is designed to refocus the intent of our practice on supporting the academic mission of the institution.

Residential Learning Communities

FA residential learning community (RLC) is a housing option for all incoming first-year students that helps connect their curricular and co-curricular experience. Members of an RLC live in the same community with a resident advisor (RA) who also shares interest or major with the residents. RLC RAs program specifically to the theme of the RLC, and even offer tutoring for core classes some of the academic RLCs. Living in an RLC also gives students the opportunity to connect with a faculty, known as a stakeholder, associated with the RLC. The RLCs currently offered in the residence halls are listed below.

- Biology
- Criminology and Criminal Justice
- Cumbres
- Elementary Education
- First Generation
- Gender Sexual, and Romantic Identities
- Global Village
- Honors, Scholars, Leaders
- Leadership
- Monfort College of Business
- Outdoor Pursuits
- Performing and Visual Arts
- Pre-Nursing

Faculty in Residence

Faculty in Residence (FIR) are faculty members from an array of our colleges that live in the halls to provide extra support to the residents. The goal of the FIR program is to increase faculty interaction with students outside the classroom, provide a personal and academic role model to residents, and provide extra support in the residence hall. Our FIRs attend programs to maintain visibility, and programs to connect with residents, and work closely with our other hall staff to provide unique support to staff and residents. We currently have an FIR working in each of the areas across campus.

TUTORING (in your jammies)

Housing and Residential Education has been a proud partner with Tutorial Services @ UNC since Fall of 2011

- Offered in the Biology, Elementary Education, Business, and Cumbres RLCs
- 4-6 hours per week
- RA Tutors are jointly hired by Tutorial Services and Res Ed
- Tutors are faculty recommended, trained, and certified.

BEARTALKS

These intentional dialogues happen four times per academic year in a one to one setting between RAs and each of their residents.

- BearTalk One - Academic & Social Transition, Financial Security
- BearTalk Two - Leadership
- BearTalk Three - Social Identity
- BearTalk Four - Year in Review



Price Elasticity Study

Fall 2019

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Resources

- Bureau of Labor and Statistics CPI Calculator (<https://www.bls.gov/data/>)
 - Series CUUS0400SAH (Housing in West urban, all urban consumers, not seasonally adjusted)
 - Data for the first half of the calendar year was utilized throughout this report
- Colorado Division of Housing's Multi-Family Housing Vacancy & Rental Survey First Quarter 2019 (<https://www.colorado.gov/pacific/dola/vacancy-rent-surveys>)
 - 2nd Quarter data was utilized throughout this Report
- Beginning Occupancy by Residence Hall (Fall 2014 through Fall 2018)
 - Provided by UNC's Department of Housing & Residential Education
- Returning Students by Residence Hall (Fall 2014 through Fall 2019)
 - Provided by UNC's Department of Housing & Residential Education

Overview

Chart 1 demonstrates the correlation between fall beginning occupancy and new first-time undergraduate enrollment as of fall census. (It was determined that fall occupancy is a greater indicator of price sensitivity than year-end occupancy.) It should come as no surprise that the single largest indicator of housing occupancy rates over the past 5 years is new first-time undergraduate enrollment. Keep in mind throughout this report that changes in occupancy have a stronger correlation to enrollment than to changes in price.

Chart 1: Occupancy compared to Enrollment

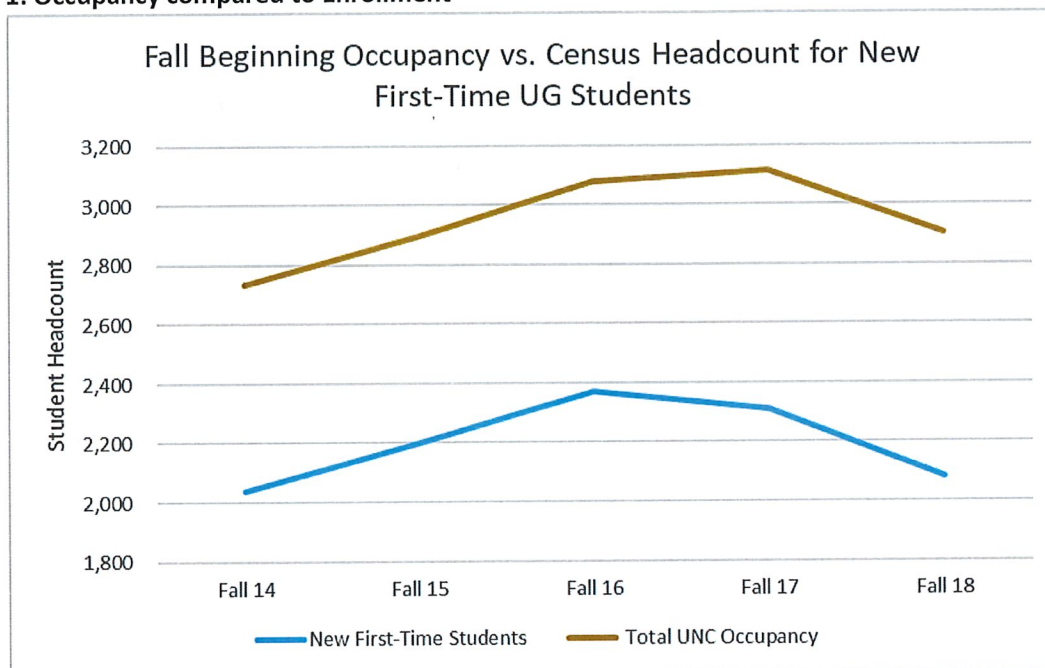
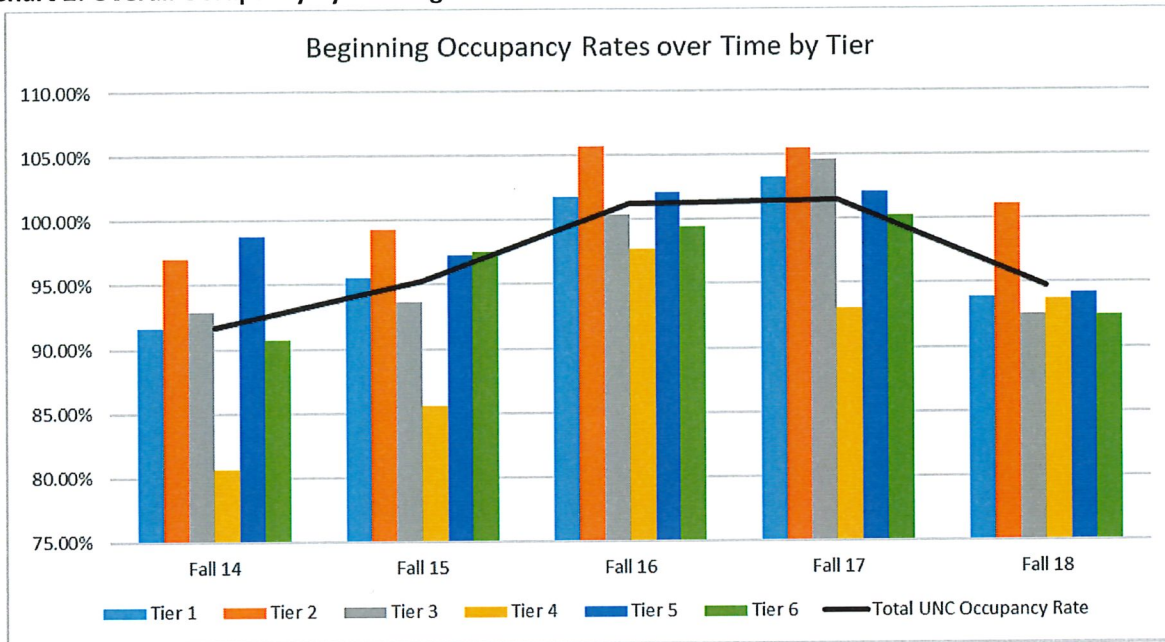


Chart 2 shows the varying level of demand among each Housing price tier over the past 5 years. Most tiers remain relatively close to the overall occupancy line indicating that demand for that tier is in line with overall demand for on-campus housing. However, the demand for Tier 2 has consistently exceeded overall demand suggesting that this price point is the most elastic, so it is perhaps most likely to bear price increases. The demand for Tier 4, on the other hand, has consistently underperformed suggesting it may be the least likely to bear price increases.

Table 1: Housing Tiers

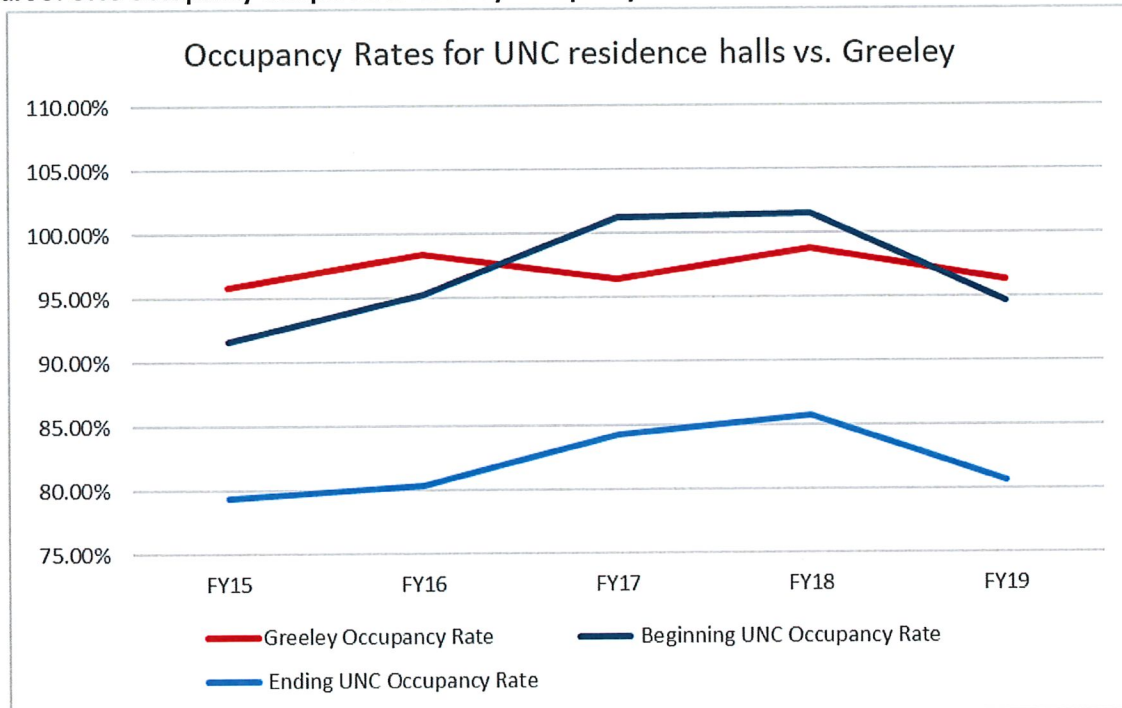
Tier 1	Tier 2	Tier 3	Tier 4	Tier 5	Tier 6
Belford Hall Decker Hall Gordon Hall Sabin Hall Snyder Hall Wiebking Hall Wilson Hall	Harrison Hall	Bond Hall Brown Hall Dickeson Hall Hansen-Willis Hall Lujan Hall	Lawrenson Hall	Turner Hall	North Hall South Hall

Chart 2: Overall Occupancy by Housing Price Tiers



Note: In Fall 2014, Decker, Gordon & Sabin were intentionally left unoccupied (offline). Similarly, in Fall 2015 and Fall 2016, only Gordon was offline as it was utilized as office space. As a result, these buildings were excluded from the respective occupancy percentages.

Chart 3: UNC Occupancy compared to Greeley Occupancy



Note: Greeley rental rates were gathered from the Colorado Vacancy and Rent Survey (<https://www.colorado.gov/pacific/dola/vacancy-rent-surveys>) and 2nd quarter data was used for all charts. UNC occupancy rate is at fall opening which is its highest point.

Room Rates

Housing rates have experienced modest increases over the past 5 years, including 2% increases each year from Fall 2016 through Fall 2018 and no increase, for the most part, in Fall 2016. Rates remain flat in Fall 2019 as well. Chart 4 shows the rates over time for each tier & Chart 5 shows these same rates adjusted for inflation.

Chart 4: UNC Actual Housing Rates over Time

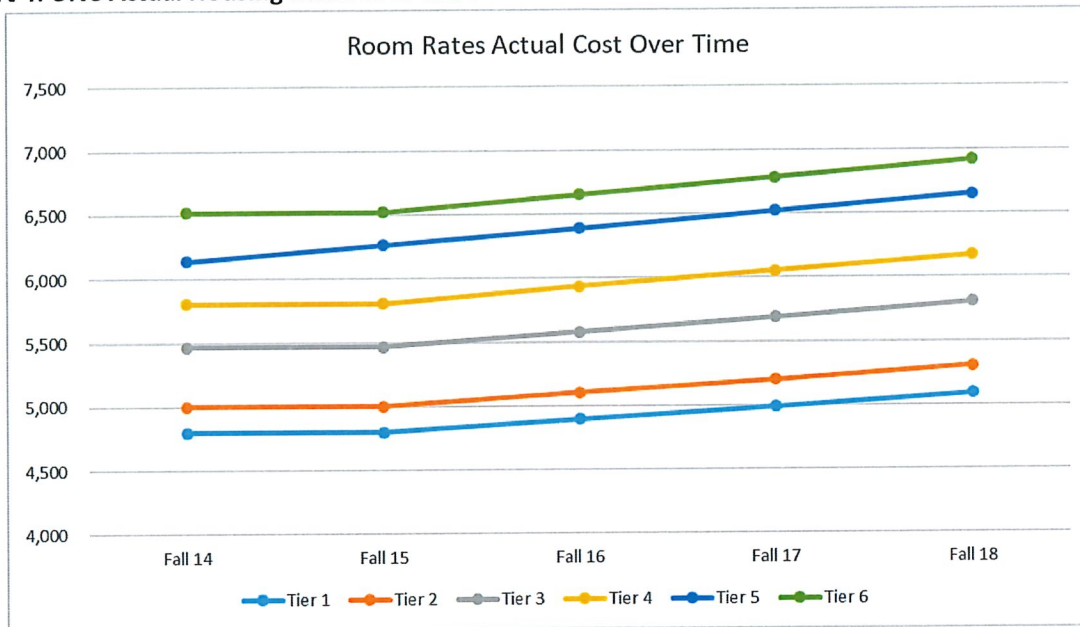
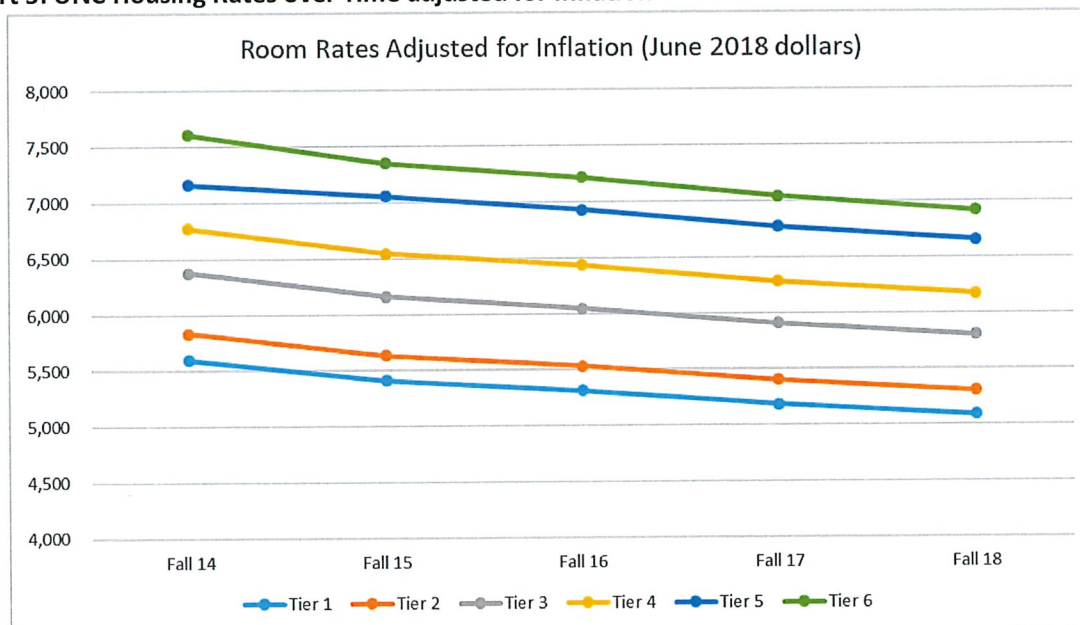


Chart 5: UNC Housing Rates over Time adjusted for Inflation



Note: Inflation was determined using the Bureau of Labor and Statistics CPI Calculator (<https://www.bls.gov/data/>) and was calculated using the first half of the calendar year (June 30th to June 30th).

Charts 6 & 7 show Arlington Park's actual and inflation-adjusted rental rates over time, respectively. Arlington rental rates have increased 2% each year from Fall 2015 through Fall 2018. Comparatively, Charts 8 & 9 show Greeley's actual and inflation-adjusted rental rates over time, respectively.

Chart 6: Arlington Actual Rental Rates over Time

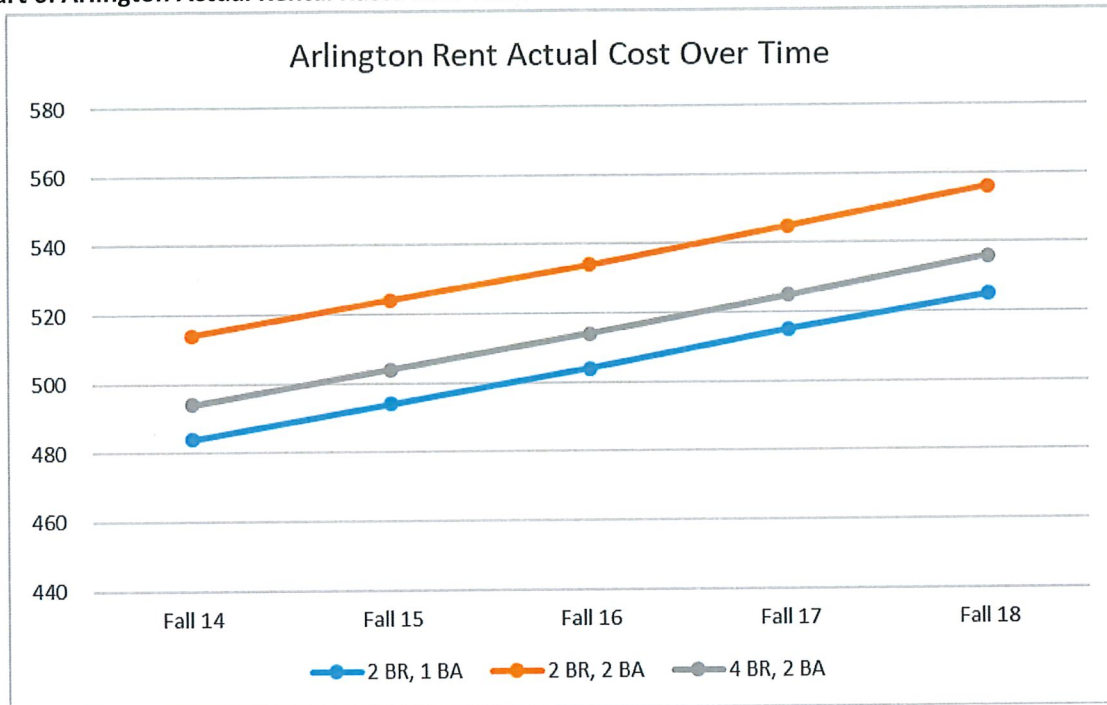
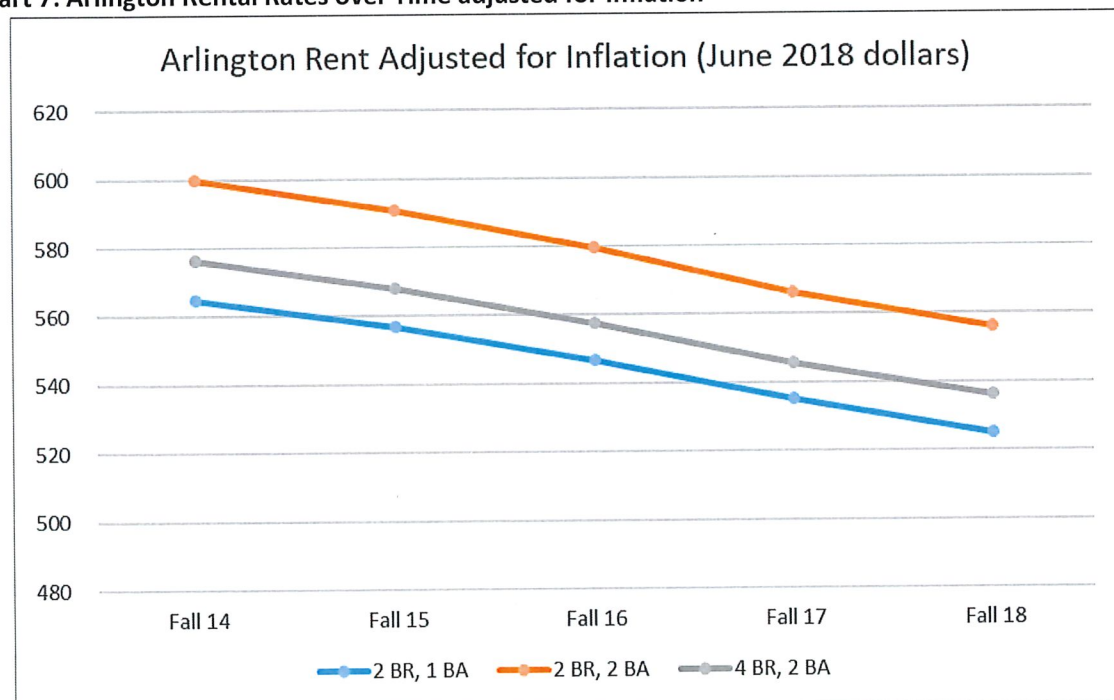


Chart 7: Arlington Rental Rates over Time adjusted for Inflation



Market Analysis

Chart 8: Greeley Actual Rental Rates over Time

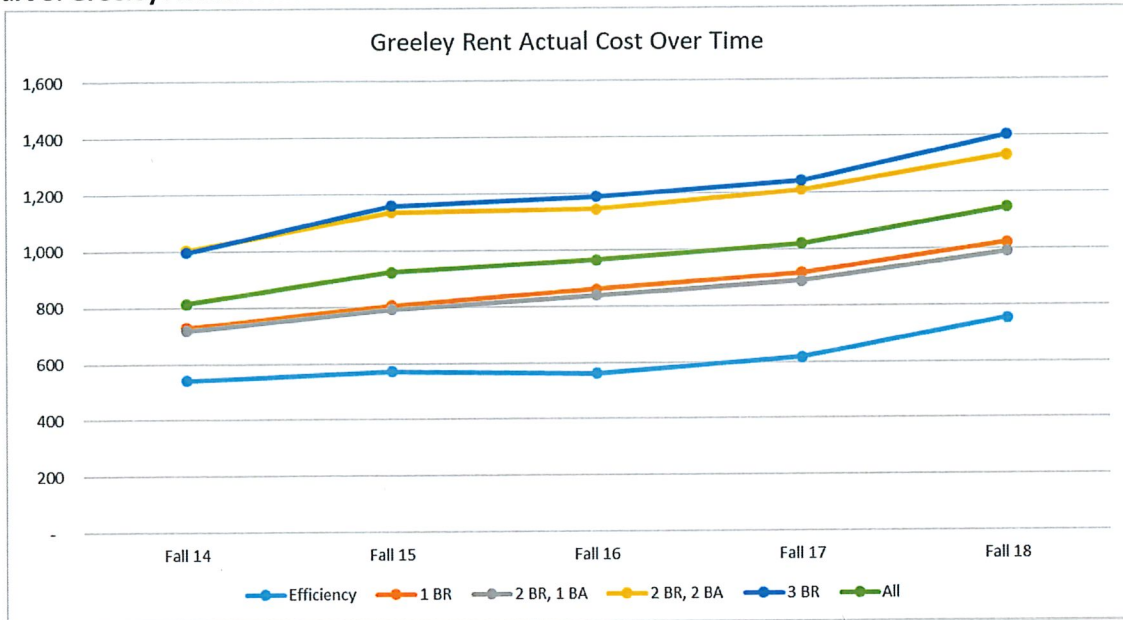
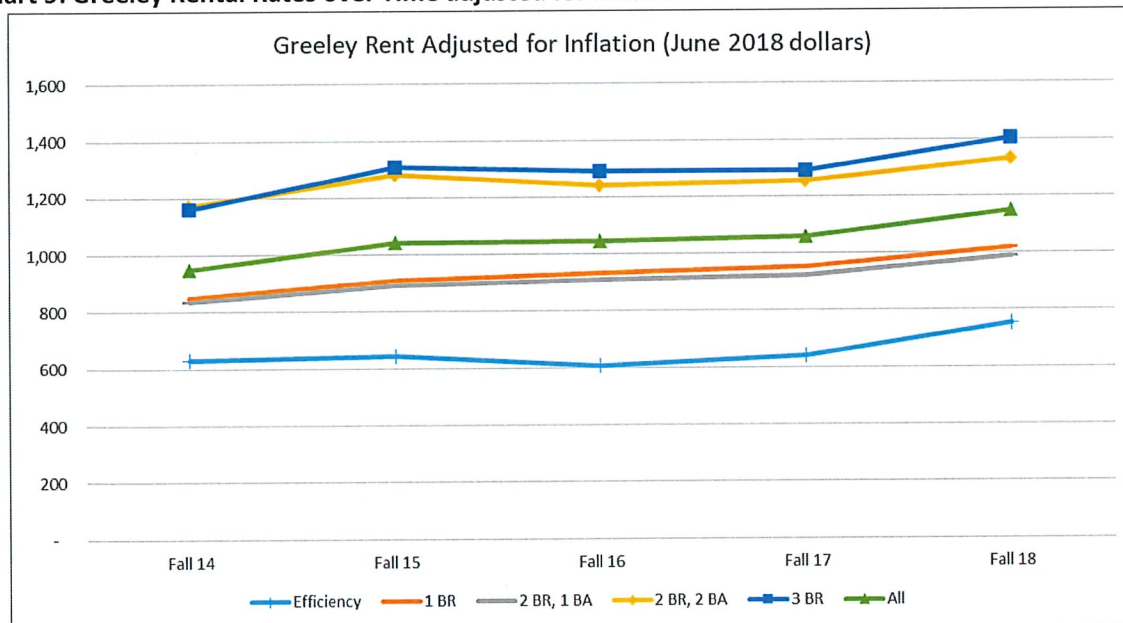


Chart 9: Greeley Rental Rates over Time adjusted for Inflation



Note: Greeley rental rates were gathered from the Colorado Vacancy and Rent Survey (<https://www.colorado.gov/pacific/dola/vacancy-rent-surveys>) and 2nd quarter data was used for all charts.

Charts 10-11 directly compare Arlington Park rental rates with Greeley rental rates at the end of the 2nd quarter (June 30th). Greeley rates are “based on the units being unfurnished with tenants paying electricity and gas” and is an average of all Greeley survey participants. Arlington Park apartments are fully furnished, and tenants pay for electricity as of Fall 2018. The data shows that Greeley rental rates

have been rising at a much quicker rate than Arlington Park rental rates. Particularly, the Arlington 2 Bedroom/2 Bathroom rates have fallen behind the average market price. However, an even greater indicator of price elasticity at Arlington Park is the extremely high demand demonstrated by the large waiting lists in recent years.

Chart 10: Arlington Rates vs. Greeley Rates for 2 Bedroom/1 Bathroom Apartments

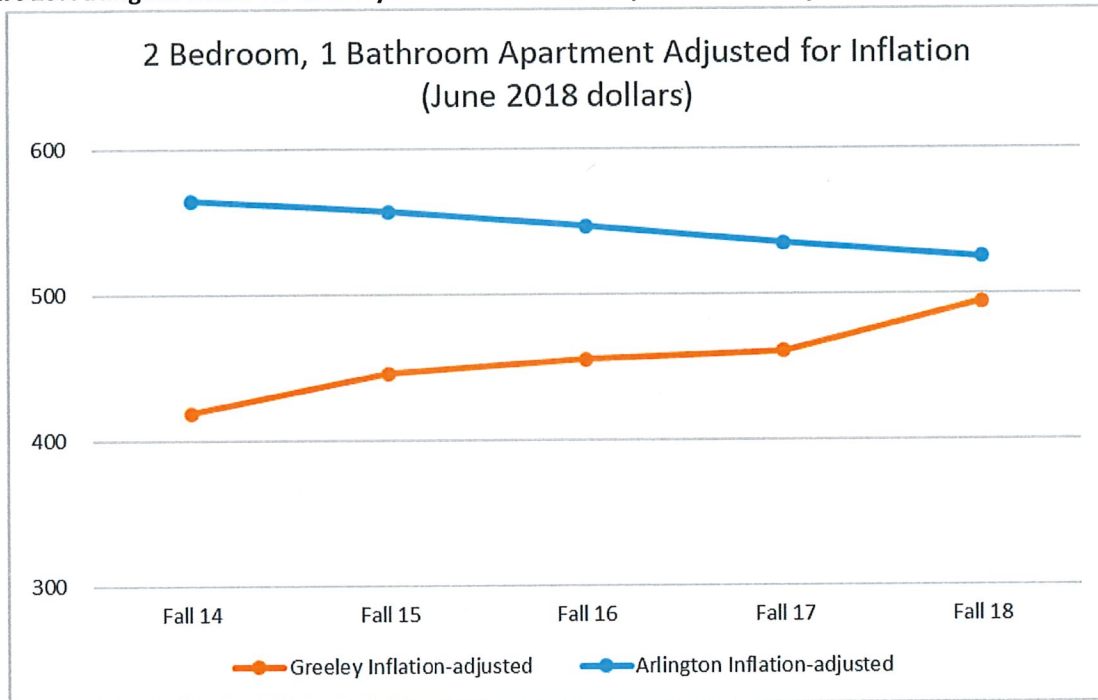


Chart 11: Arlington Rates vs. Greeley Rates for 2 Bedroom/2 Bathroom Apartments

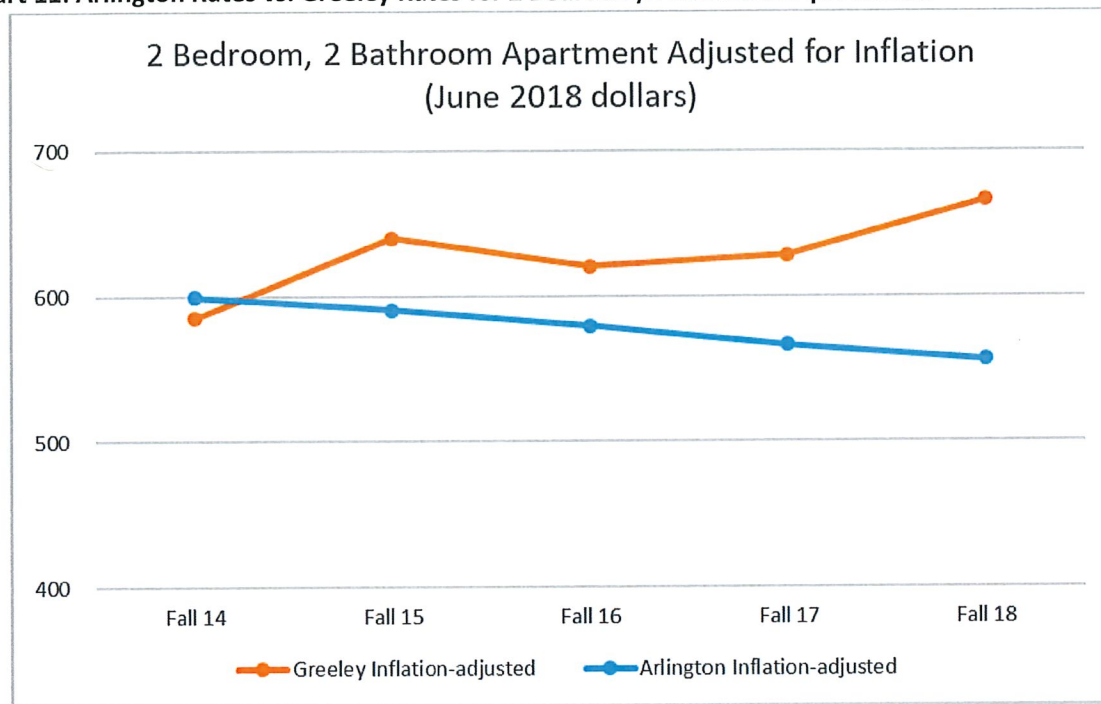
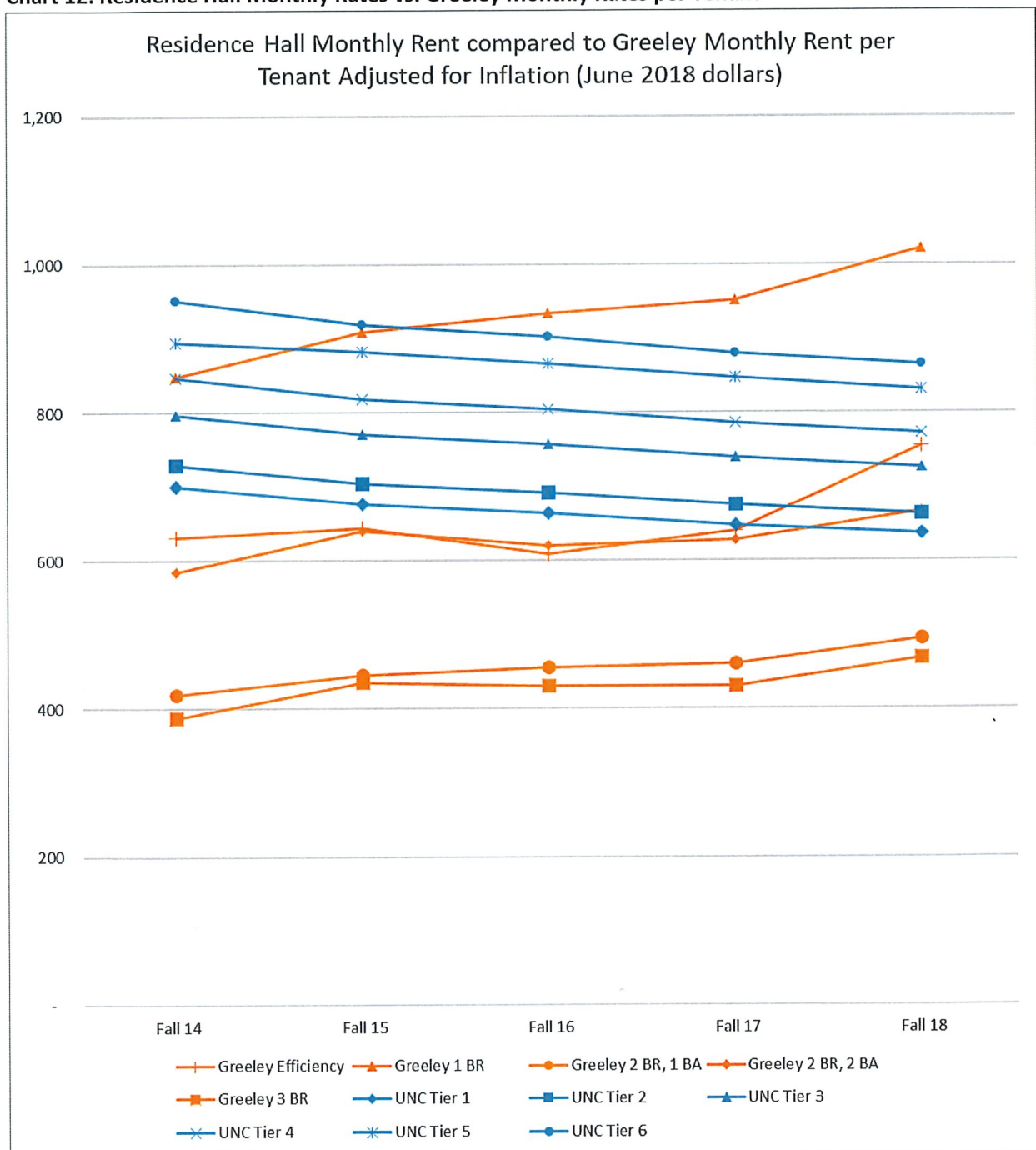


Chart 12 compares residence hall monthly rates to Greeley rental rates at the end of the 2nd quarter (June 30th). Residence hall rates were divided by 8 months to determine an approximate monthly rate. Greeley rental rates were divided by the number of tenants (assuming one tenant per bedroom) to mirror UNC's billing structure. Again, Greeley rates are based on unfurnished units which do not include electricity or gas.

Chart 12: Residence Hall Monthly Rates vs. Greeley Monthly Rates per Tenant



Relationship between Price and Occupancy Rate

Occupancy rate over time was compared to pricing rate over time for each Housing tier to try to determine if there is a correlation between price and occupancy rate for any tiers. As demonstrated in Charts 13-20, there doesn't seem to be a strong correlation between price and occupancy rate for any tiers. In general, occupancy for each tier follows a similar trend to the undergraduate main campus enrollment but doesn't seem to have any significant reaction to changes in price.

Chart 13: Tier 1 Occupancy Rate compared to Price

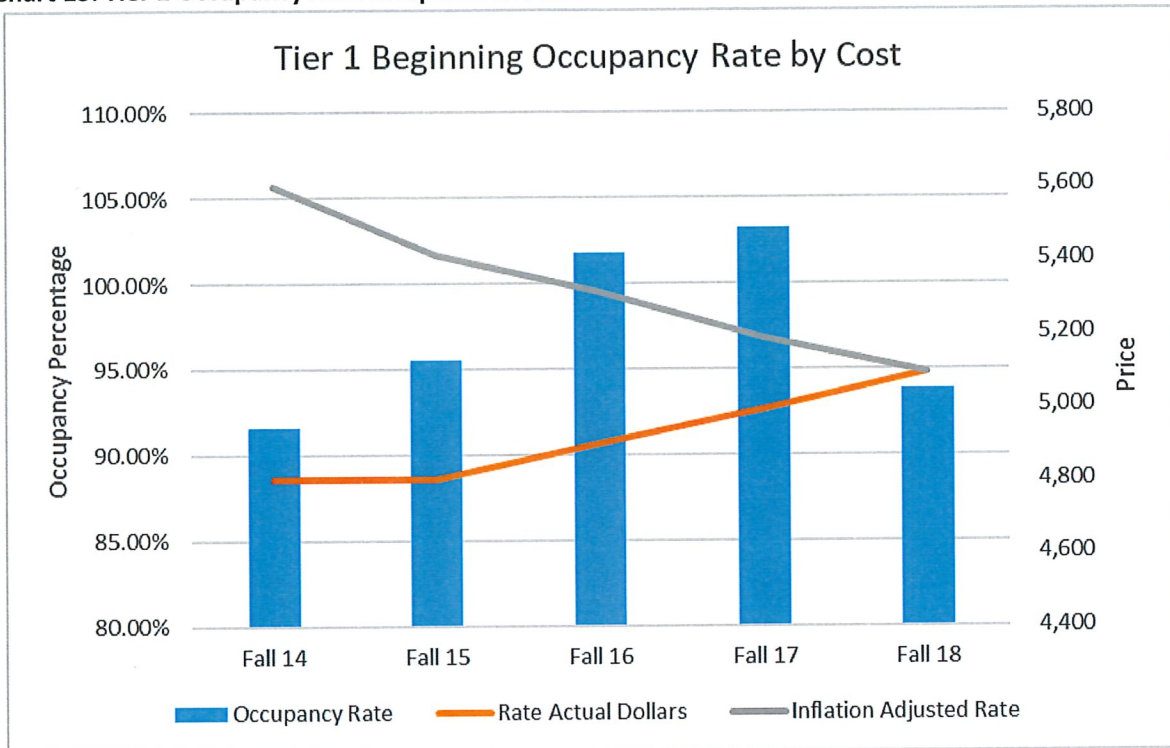


Chart 14: Tier 2 Occupancy Rate compared to Price

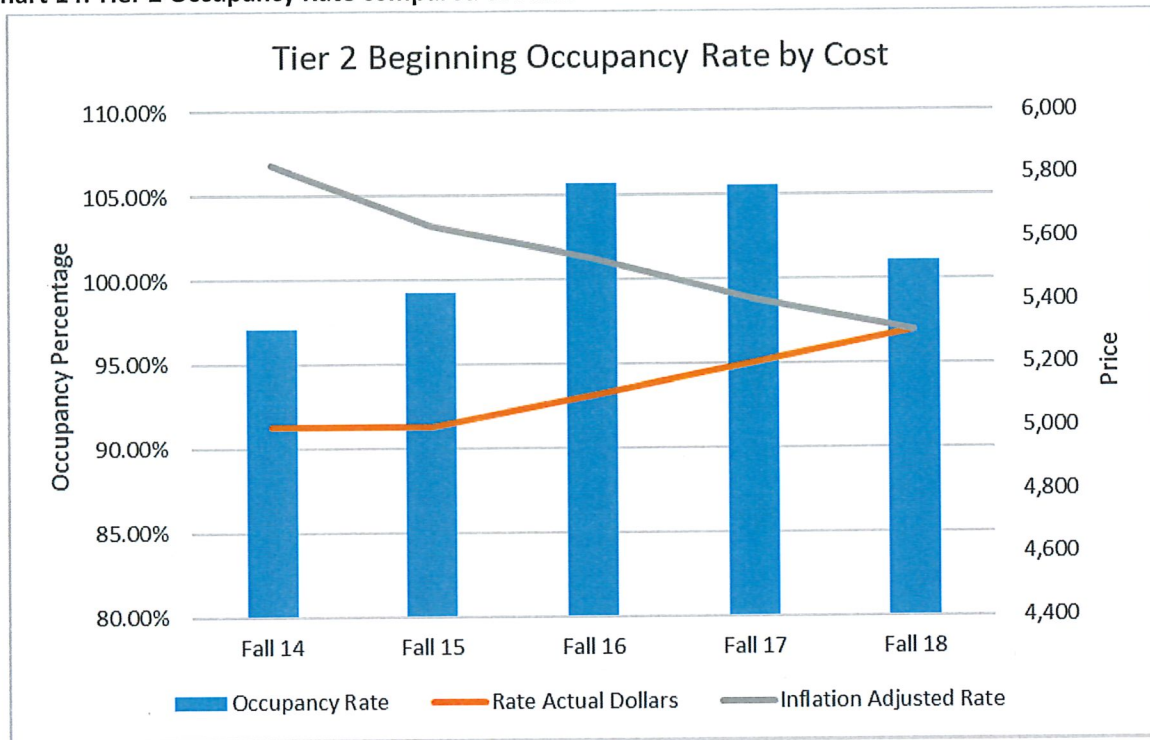


Chart 15: Tier 3 Occupancy Rate compared to Price

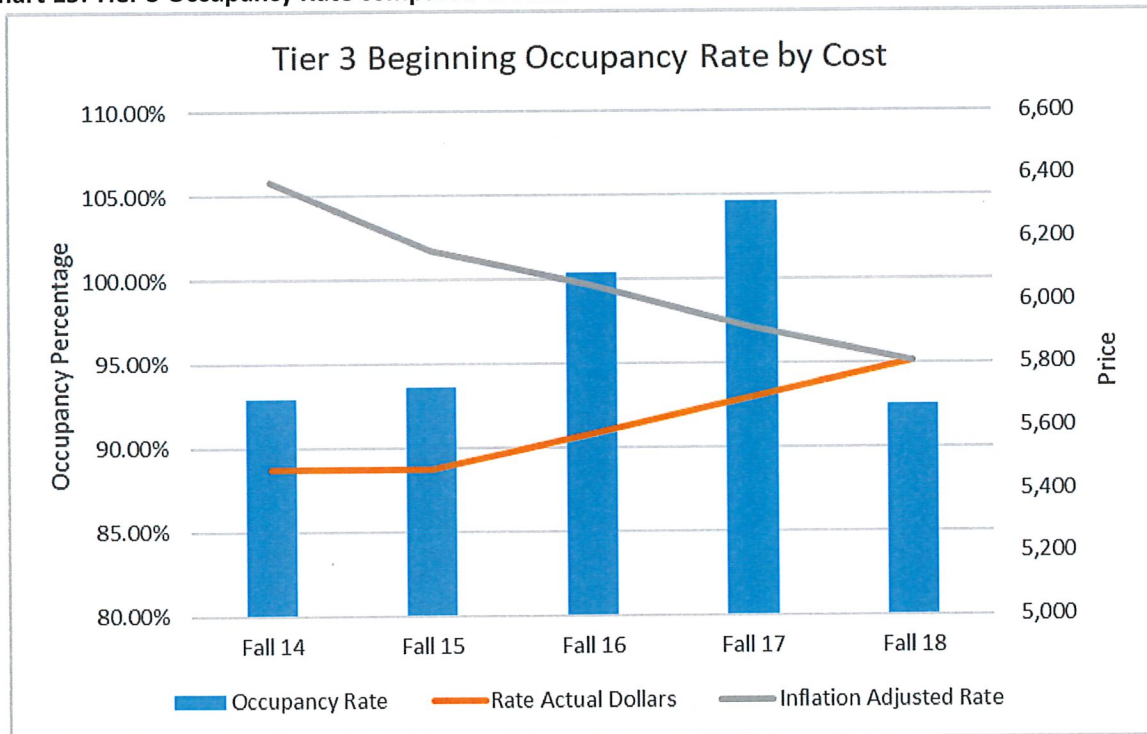


Chart 16: Tier 4 Occupancy Rate compared to Price

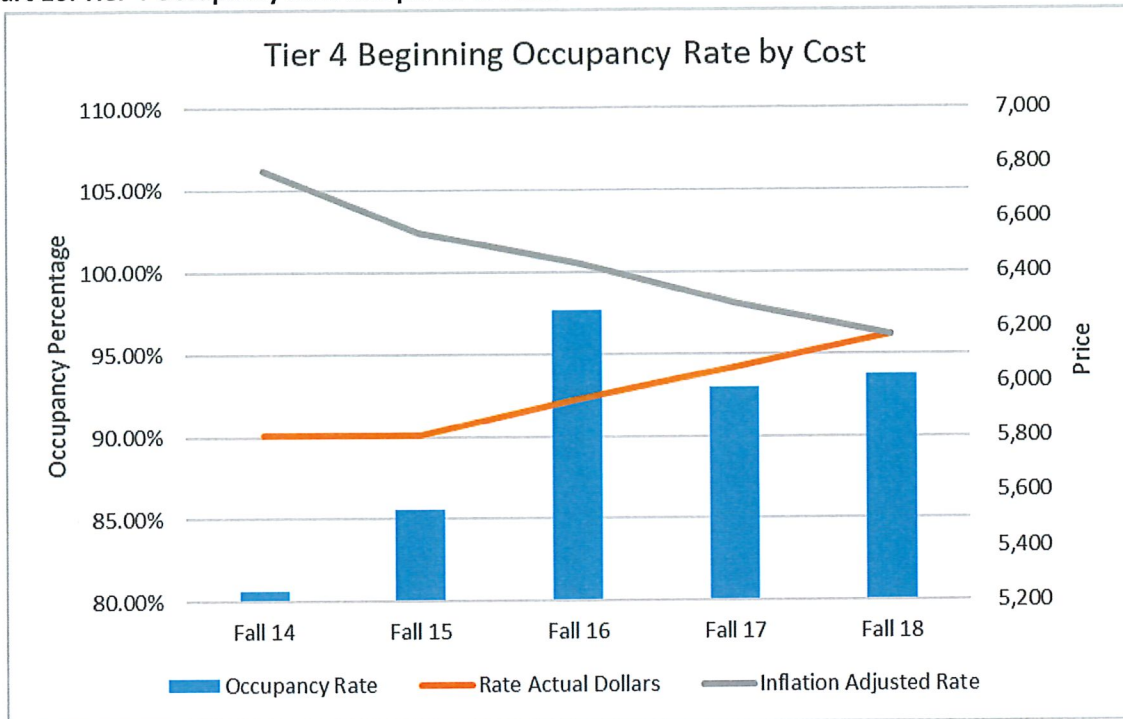


Chart 17: Tier 5 Occupancy Rate compared to Price

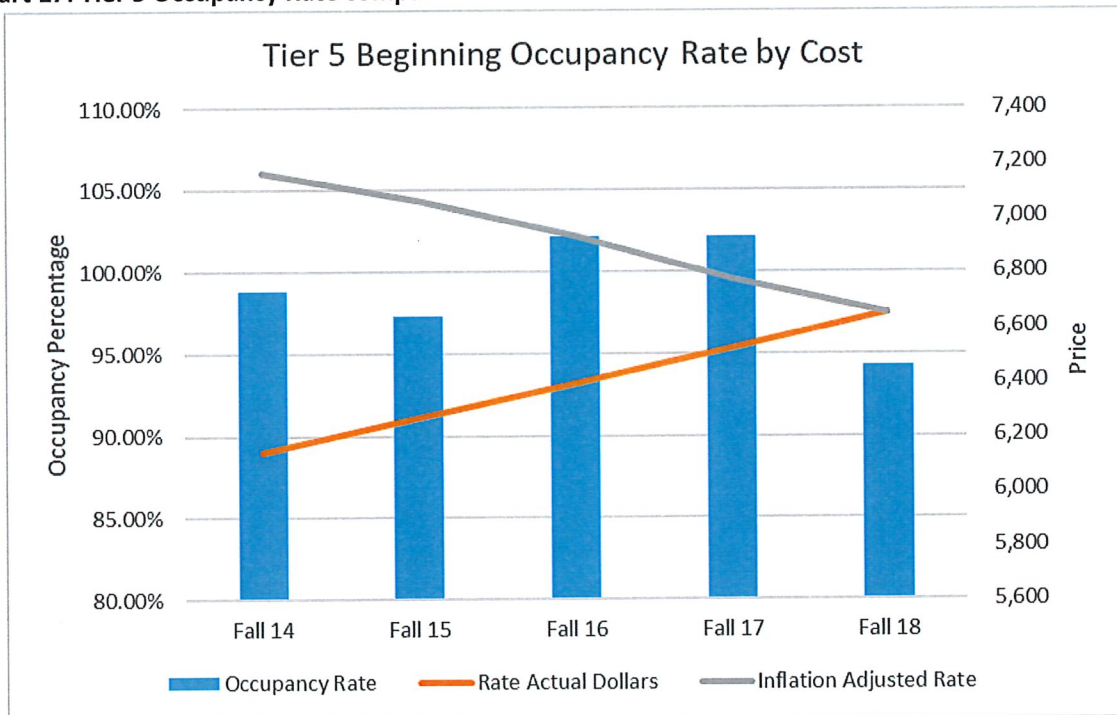


Chart 18: Tier 6 Occupancy Rate compared to Price

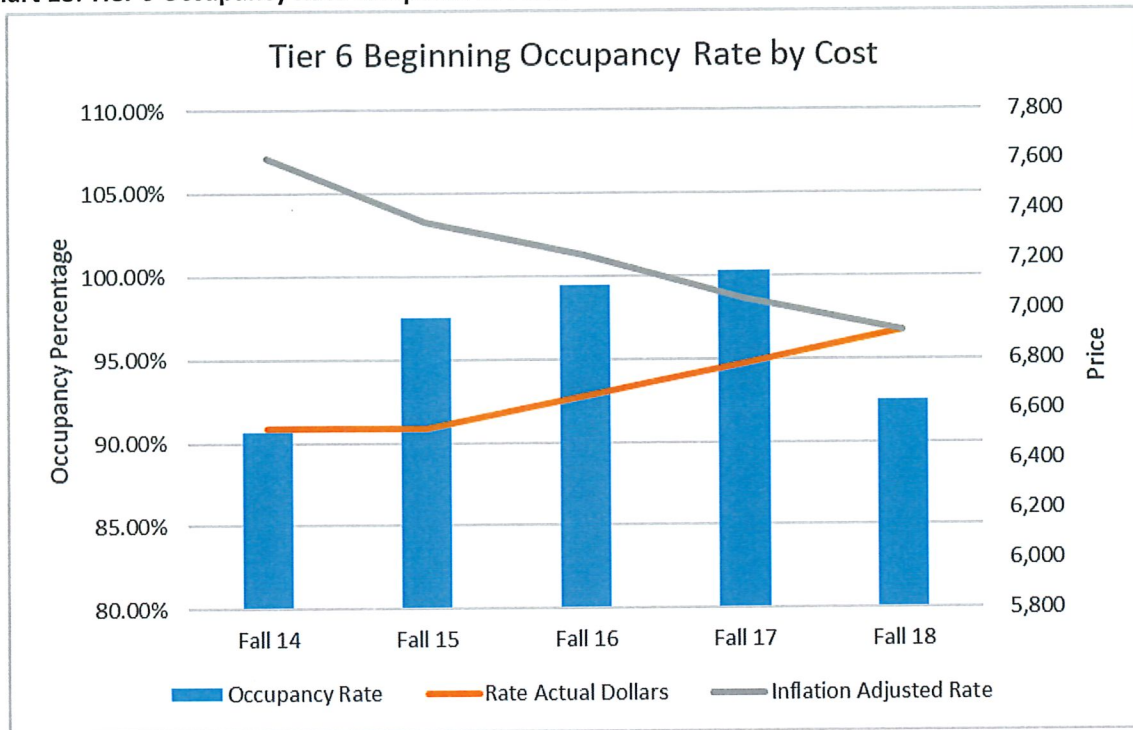


Chart 19: Arlington Park Occupancy Rate compared to Actual Price

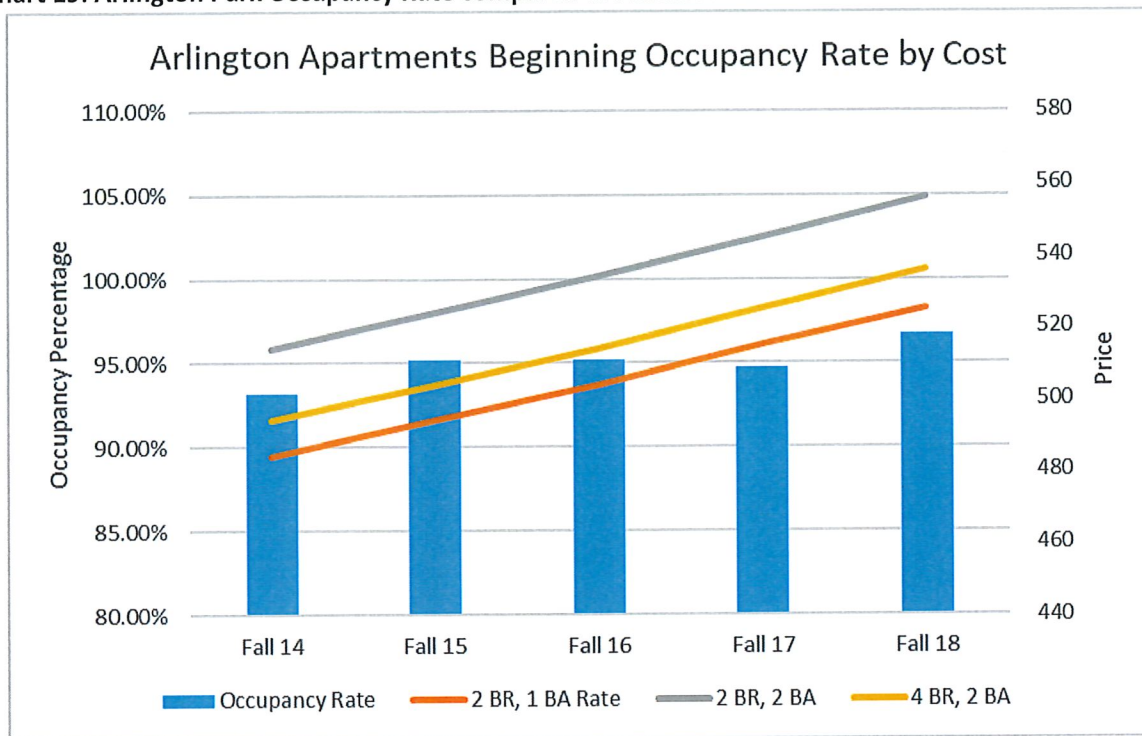
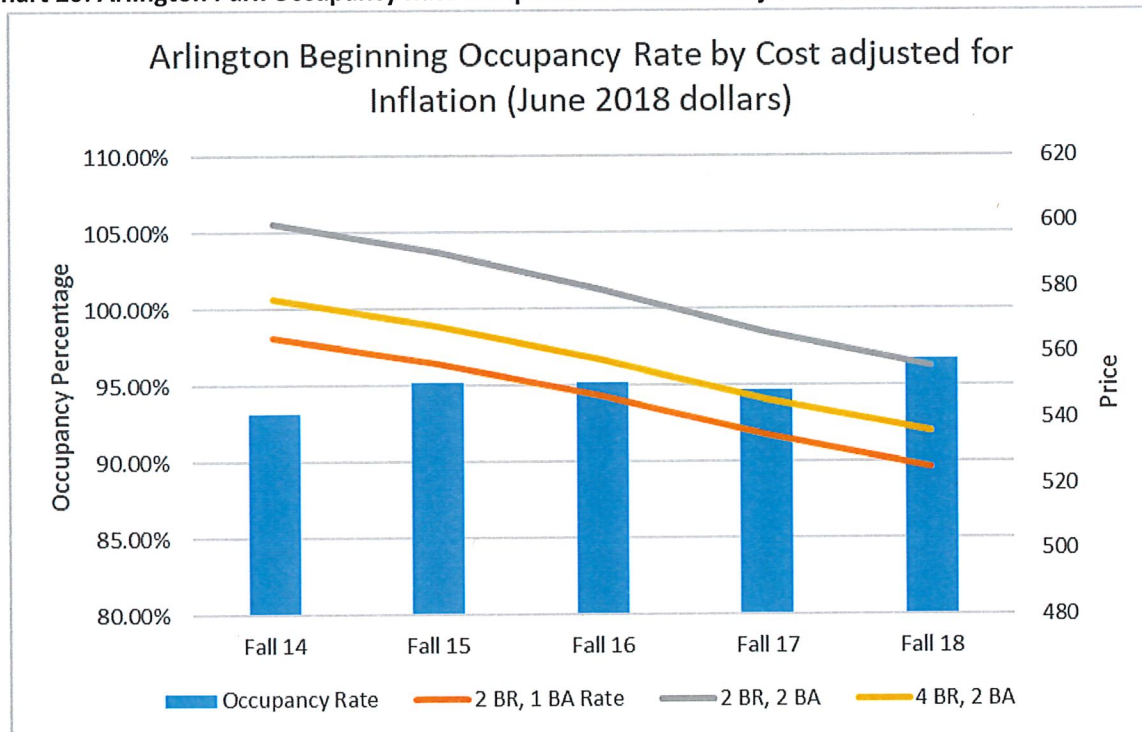


Chart 20: Arlington Park Occupancy Rate compared to Inflation-Adjusted Price



Relationship between Price and Returning Students

Finally, the number of returning students was compared to price (adjusted for inflation) over the past 6 fall openings (2014-2019) for each Housing tier to try to determine a correlation. As demonstrated in Charts 21-26, there isn't a strong & consistent correlation for any tiers. As demonstrated by the trend lines (dotted lines), there appears to be a slight pattern of students returning to the residence halls as prices decrease in most tiers, while Tier 5 shows no recognizable pattern at all. This data suggests that returners are not price sensitive to Tier 5, while there seems to be a small level of sensitivity to the rest of the pricing tiers. Tier 6 appears to be the most price sensitive; however, the last data point for Fall 2019 contradicts that point as there was a sharp decline in returners while the inflation-adjusted price was at its lowest point. According to the returner data, Tier 4 is the next most price sensitive; however, the data in all tiers is too volatile to be able to draw any clear-cut conclusions.

Chart 21: Tier 1 Returners compared to Price



Chart 22: Tier 2 Returners compared to Price



Chart 23: Tier 3 Returners compared to Price



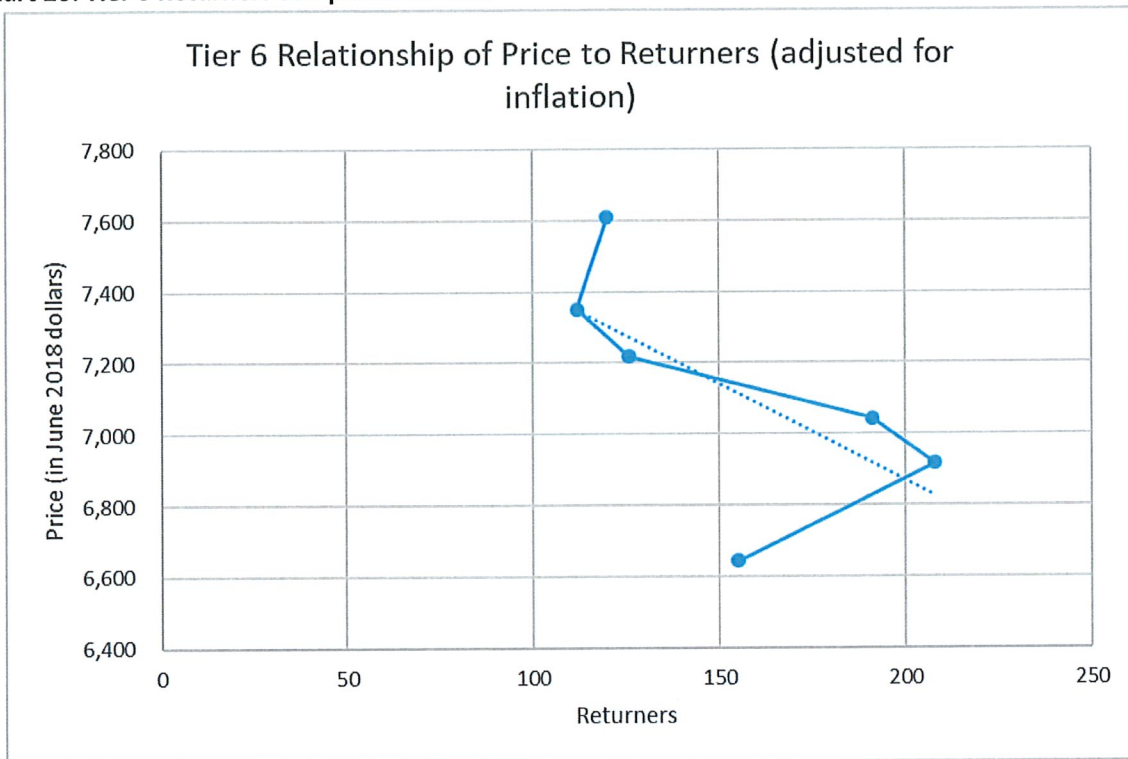
Chart 24: Tier 4 Returners compared to Price



Chart 25: Tier 5 Returners compared to Price



Chart 26: Tier 6 Returners compared to Price



Conclusion

The results for residence halls were not conclusive. The study did show, however, that after multiple years of modest price increases UNC residence halls are now priced much more competitively in the Greeley marketplace. Within the pricing structure, there may be a case for adjustments in individual pricing tiers. Tiers 2 & 5 appear to have the most flexibility with regards to price increases, while Tiers 4 & 6 appear to be the most sensitive to price increases. On the other hand, the results for Arlington Park Apartments clearly show that UNC's pricing structure has fallen behind the surging Greeley market. This data is also supported by the fact that demand for Arlington Park has been more than its capacity can support. Arlington Park undoubtedly has flexibility for future price increases beyond inflation levels.

Other Considerations

Future pricing analysis can be accomplished using quicker, simpler methods that can be accomplished within the department to accommodate quicker analysis to achieve future goals. Supply and demand charts and market analysis charts provide the necessary information quickly and easily. This methodology could be updated annually to aid in conversation for future rate proposals. The findings of the analysis demonstrate a very strong relationship between occupancy and new first-time enrollment. The nationwide trend for new first-time enrollment is in decline. Other considerations & strategies need to be explored to increase future occupancy.