Purpose of Submittal:

To provide the annual programmatic and fiscal report to the Board on the University’s Housing and Dining System.

Supporting Information:

Mid-Year Housing and Dining Report
WESTERN WASHINGTON UNIVERSITY
ENROLLMENT AND STUDENT SERVICES

Mid-Year Housing and Dining Report
February 2020

EXECUTIVE SUMMARY

APPENDIX I: Occupancy
APPENDIX II: Housing and Dining System Financials (through December 2019)
APPENDIX III: Residential Facilities
APPENDIX IV: Dining Services
APPENDIX V: Residence Life
EXECUTIVE SUMMARY

Western’s Residential Communities — Campus housing, an auxiliary enterprise, provides competitively-priced housing in a safe, student developmentally appropriate, and educationally-focused environment. Residential communities are intentionally designed to actively engage new first year, transfer, returning, and international students in academic and personal success. We support students’ transition into progressively more independent and responsible adults in our diverse and inclusive communities, fostering leadership, sustainability, social responsibility, and civic engagement.

OCCUPANCY (Appendix I)

- Fall 2019 Peak Report occupancy was 3,953, a decrease of 58 students from Fall 2018
- Fall 2019 Peak occupancy of 3,953 compared to winter 2020 Peak of 3,785 resulted in a fall-to-winter attrition rate of 4% for this year, compared to Fall 2018 Peak occupancy of 4,017 compared to winter 2019 Peak of 3,856 with a similar fall-to-winter attrition rate of 4%.
- Students residing on campus included 87% of all first years, 24% of all transfers and 29% of all students of color.

HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

- Year-to-Date Revenues
  - Total system revenue to date (including student fees, conference and one-time operating revenues) was 2.3% greater than the prior year.
  - Room and meal plan revenue through December 2019 increased 2.9% over the prior year influenced by a 5.0% rate increase coupled with a 1.3% (~50 students) decrease in Fall quarter average occupancy.
- Year-to-Date Operating Expenses
  - Total system operating expenditures through December 2019 increased by 2.5%.
- Net Operating Revenues
  - Net operating revenue through December 2019 was 2.0% higher than the prior year. For the full fiscal year net operating revenue is projected to be 1.5% lower than budgeted levels.
- Non-Operating Expenses
  - Year-to-date non-operating expenses, prior to the application of bond proceeds, decreased 27% primarily due to the completion of the Multicultural Center addition. Major bond-funded work included the Multicultural Center addition, Buchanan Towers renovation, and the new residence hall.

RESIDENTIAL FACILITIES (Appendix III)

- Excitement for the largest public works construction project, the demolition of the “old” Highland and construction of “new” Highland Hall. Project worth $67.6M, the new residential building will net approximately 270 beds to Housing’s overall inventory. Scope also includes upgrading Ridge Commons to provide accessible dining and collaborative learning spaces.
- Several projects related to a security and safety emphasis include upgrading external doors from legacy brass key to electronic door access control system with proximity credential capability was awarded in fall 2019.
- Project will also provide camera wire drops and external door status capability in a majority of Housing buildings to enhance overall residential security (camera system devices to be installed sometime in the future).
UNIVERSITY DINING SERVICES (Appendix IV)

- Dining Services funded and completed a $700,000 dollar renovation of Viking Dining Commons during the past Winter Break which included new flooring, painting, lighting and furniture. The dining space has been reconfigured to include a mix of seating styles to encourage engagement and community building in this campus hub.

- Sponsored RHA and NRHH presidents’ attendance at the Food Recovery Network conference in Philadelphia in support of Western’s commitment to battling food insecurity.

- Fall 2019 – Western Dining donated 1,073 lbs. of food to charitable organizations within the Bellingham community.

- A total of 451 student dining employees worked 57,757 hours during fall quarter 2019, representing **64.1%** of all labor hours in support of dining services. While the number of student employees is comparable to last fall, this represents an **11.7% increase** in total hours worked by students.

RESIDENCE LIFE (Appendix V)

- University Residences Initiative for Student Engagement (URISE), Residence Life’s residential curriculum model, launched in fall 2019. The new model encompasses innovative strategies for student learning based in three frameworks: a strengths based approach, community based learning, and Dr. Tara Yosso’s theoretical framework, Community Cultural Wealth. Innovative educational strategies are continuously developed to focus on the learning goals of URISE and the needs of today’s residential student. The three learning goals of URISE are:
  - Inclusive community building
  - Career preparedness
  - Personal wellness

- Residence Life partnered with Academic Advising to provide outreach to students identified through the Office of Admissions as needing additional academic support and continuous education about resources available on campus.

- Professional staff are beginning academic intervention meetings with 261 residential students placed on academic warning to address academic progress and strategies for success.
APPENDIX I: OCCUPANCY

<table>
<thead>
<tr>
<th></th>
<th>Operating Beds</th>
<th>Heads</th>
<th>Beds Rented</th>
<th>% Beds Filled</th>
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</thead>
<tbody>
<tr>
<td>Fall 2019 Peak*</td>
<td>4,045</td>
<td>3,953</td>
<td>3,953</td>
<td>97.7%</td>
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<tr>
<td>Fall 2018 Peak</td>
<td>4,144</td>
<td>4,015</td>
<td>4,017</td>
<td>96.9%</td>
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<tr>
<td>Fall 2017 Peak</td>
<td>4,145</td>
<td>4,118</td>
<td>4,128</td>
<td>99.6%</td>
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<tr>
<td>Winter 2020 Peak</td>
<td>4,045</td>
<td>3,785</td>
<td>3,787</td>
<td>93.6%</td>
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<tr>
<td>Winter 2019 Peak</td>
<td>4,144</td>
<td>3,851</td>
<td>3,856</td>
<td>93.0%</td>
</tr>
<tr>
<td>Winter 2018 Peak</td>
<td>4,146</td>
<td>3,939</td>
<td>3,948</td>
<td>95.2%</td>
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</tbody>
</table>

*Highland Hall 140 beds offline due to new residence hall construction

APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

<table>
<thead>
<tr>
<th>Change from Previous Year (Adjusted #'s)</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>+Operating Revenues</td>
<td>Up</td>
</tr>
<tr>
<td>-Less Operating Expenses</td>
<td>Up</td>
</tr>
<tr>
<td>=Net Operating Revenues</td>
<td>Up</td>
</tr>
<tr>
<td>-Less Non-Operating Expenses</td>
<td>Down</td>
</tr>
<tr>
<td>+Bond Proceeds used</td>
<td>Down</td>
</tr>
<tr>
<td>=System Net Revenues</td>
<td>Down</td>
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</tbody>
</table>

Year-to-Date Revenues
  - Total system revenue to date (including student fees, conference and one-time revenues) was 2.3% greater than the prior year.
  - Room and resident meal plan revenue through December 2019 was 2.9% higher than the prior year influenced by a 5.0% rate increase coupled with a 1.3% decrease in Fall Quarter overall occupancy (~50 students), with almost all of that attributable to residence hall occupants.
  - Conference revenue decreased slightly due to decreased summer 2019 bookings.
  - Commission revenue increased slightly, influenced by declines in both on-campus and voluntary meal plan sales.
  - Viking Union revenue increased 1.2% primarily due to non-academic building fee increases.

Year-to-Date Operating Expenses
  - Total system operating expenditures to date increased by 2.5%
  - Salary and Benefit expenditures increased 7% (about the same as last year), due to mandated wage and minimum wage increases, some position classification adjustments, and the filling of some vacant positions.
  - Food expenditures were 2.6% higher, reflecting the impacts of the dining rate increase coupled with fewer resident and voluntary boarders.
  - Total utility expenditures increased 2.5%, due primarily to increased electrical and water/sewer costs.
Operating maintenance expenditures decreased 3%. The impact of an annual recharge rate increase was offset by a larger amount of repair needs being classified as non-operating. Annual expenditures are expected to reach budgeted levels.

Net Operating Revenues

Net operating revenue to date was 2.0% higher than the prior year. For the full fiscal year, net operating revenue is projected to be 1.5% lower than budgeted levels, primarily influenced by lower occupancy.

Non-Operating Expenses

Year-to-date renovation and construction expenditures of $11.6M was less than last year's $16.5M due primarily to the completion of the Multicultural Center addition and Buchanan Towers renovation. FY2020 saw the increase in new residence hall development costs. Revenue bonds were sold in both FY2019 and FY2020. $5.1M of those proceeds were used this year to date for the Buchanan Towers and new residence projects. Year-to-date debt service expense for FY2020 was 7.6% lower than FY2019.

System Net Revenue

System net revenue through December 2019 is lower, due primarily to fewer bond proceeds used. Absent those bond proceeds, system net revenue is expected to be lower for year-end FY2020, primarily due to increases from the new residence hall project costs per the capital plan.

APPENDIX III: RESIDENTIAL FACILITIES

Public Works construction in progress:

- Project worth $67.6M to build a new residential building netting 270 beds to overall Housing's inventory. Scope also includes upgrading Ridge Commons to provide accessible dining/collaborative spaces while also relocating displaced staff parking as appropriate. New building opening is slated for September 2021.
- Project worth $2.3M to upgrade external doors from legacy brass key to desired electronic door access control system with proximity credential capability at 19 buildings was awarded in fall 2019. Project will also provide camera wire drops and external door status capability in a majority of Housing buildings to enhance overall residential security (camera system devices to be installed sometime in the future). Construction work will be started in winter 2020 with a target completion by winter 2021.
- Project worth $0.6M to convert Housing's legacy electronic door access control systems located at 9 buildings to the new campus standard was awarded in November 2018. Work to be done by September 2020.

Completed public works construction:

- Phase 2 effort performed during spring and summer for the Buchanan Towers (BT) renovation project worth $24.5M - September 2019. Work included BT Classic South Wing interior bathroom and kitchen plumbing amenities, new interior finishes, common area furniture replacement and resident bedroom doors upgraded to keyless capability eliminating requirement for brass keys. Additionally, BT Classic South Wing exterior envelope upgrades —window replacement, brick masonry sealing, addition of roof fall protection / gutters / downspouts. Finally, BT East kitchens (23) / related furniture and floor lounge kitchenettes (3) installed and fire alarm and mass notification systems upgraded.
• Birnam Wood roof replacement project worth $2.1M (Phase 2 effort focused on Stacks 3, 4, 6, 7 and Community Building) completed – September 2019.
• Edens North fire alarm and mass notification system upgrade project worth $0.6M completed – September 2019.
• Ridgeway Commons sewer line replacement project worth $0.8M was done in September 2019 to mitigate catastrophic line failures that surfaced in December 2018.
• Project approximately $0.7M to modernize Edens Hall passenger and Ridgeway Common freight elevators completed in September 2019 and December 2019 respectively.

• The following public works design projects and studies have been completed.
  - Design of siding replacement efforts for the entire Birnam Wood Complex worth $6.3M was done in fall 2019. Results of the February 2020 bid opening will determine follow-on project phasing and work execution.
  - Study of network hardware and infrastructure system upgrades at all UR buildings was done in summer 2019 realizing $4.6M in requirements. In addition, design related to facility upgrades will be completed in winter 2020 to support follow-on public works actions planned in 2020 and 2021 along with correlative equipment replacement efforts. These efforts support equipment modernization requirements due to existing hardware becoming obsolete after 2021.

APPENDIX IV: UNIVERSITY DINING SERVICES

• Dining Services funded and completed a $700,000 renovation of the Viking Commons Dining during the winter break that included new flooring, painting, lighting and furniture. Interior finishes were chosen to reflect Western’s commitment to sustainability and a more contemporary inviting dining experience for students, faculty and staff. The dining space was reengineered to include a mix of seating styles to encourage engagement and community building in this campus hub.

• Dining Services, in partnership with University Residences, launched the “Swipe out Hunger” initiative in May 2019. Since the inception, our program has received 3,143 donated meals and helped 228 students facing food insecurity.

• Sponsored RHA and NRHH presidents to attend the national Food Recovery Network conference in Philadelphia in support of Western’s commitment to battling food insecurity. The Food Recovery Network is the largest student volunteer organization fighting food waste and hunger in America. Western Dining has been a proud partner of this organization since
2015. In fall 2019, Western Dining donated 1,073 lbs. of food to charitable organizations within the Bellingham community.

- A total of 451 student dining employees worked 57,757 hours during fall quarter 2019, representing 64.1% of all labor hours in support of dining services. While the number of student employees is comparable to last fall, this represents an 11.7% increase in total hours worked by students.

APPENDIX V: RESIDENCE LIFE

**Academic Support**

- Professional staff are in process of academic intervention conversations with residential students placed on academic probation. The total number of students identified for outreach in winter 2020 is 261, a 6% increase over winter 2019 when Residence Life professional staff outreached to 245 students.
- In the fall 2019 quarter, Residence Life partnered with Academic Advising to provide outreach to 117 students identified who could benefit from additional support. Residence Life outreach created a significant increase in student response. The response rate increased from 18% in week 6 to 55% in week 11 due to the outreach of professional staff members to on campus students living in the residence halls.

**Residential Education/Leadership**

- Residence Life launched a new residential curriculum model in fall 2019: University Residences Initiative for Student Engagement (URISE). During fall 2019, residential staff completed intentional conversations with 3,831 students with an average duration of 32 minutes. Residence Life partnered with several offices on campus to implement programming opportunities in fall 2019 such as Discover Dining at Western (Aramark), Hot and Ready (Prevention and Wellness Services), Root beer and Registration (Academic Advising), and Conflict Academy (Prevention and Wellness Services).
- The National Residence Hall Honorary (NRHH) continued their legacy of facilitating Hall of the Year, which is a program fostering healthy residence hall competition and inspires engagement of service, leadership, academics and recognition. They are also in their sixth year of two other legacy events, an induction ceremony for new hall council executives in the fall and a leadership conference that takes place in winter. This year’s leadership conference in January, 2020 had a theme of “Finding your Element” where students focused on exploring their leadership style.
- The Residence Hall Association (RHA) has implemented a new system and collaborations with Aramark and the Office of Sustainability to continue Western’s food pantry to address food insecurity on campus.

**Diversity and Inclusion**
Dear World, an organization focused on creating meaningful stories and sharing one’s identity through storytelling, has been invited to campus on February 18-19. This large-scale program is being implemented in collaboration with Residence Life and the Ethnic Student Center.

Residence Life developed a working group to re-brand and create a new programmatic model for gender inclusive housing on campus. Due to student feedback and the work of professional staff in collaboration with students, Pride Housing: An LGBTQ+ Living Learning Community will launch in fall 2020.

In collaboration with the Viking Union staff, Dr. Tara Yosso facilitated a two-day workshop on campus with student and professional staff to explore Community Cultural Wealth and how we utilize this framework in our residential curriculum model.

**Health and Residential Environment**

- In fall 2019, we had 251 students involved in alcohol related conduct violations and 149 students involved in drug related conduct violations, most significantly, violations involving marijuana. For fall 2018 these figures were 183 and 60 respectively. Residence Life partners with Prevention and Wellness Services, specifically ADCAS, to create marketing campaigns and informational posters about our policies and safety strategies in regards to drug and alcohol use.
- In fall 2019, we had 264 students identified as part of CARE cases. We outreached to all of these students to follow up, create action plans, and provide referrals to campus resources. Residence Life staff are currently collaborating with campus partners including the Student Health Center to work on strategies to address possible implications from the Coronavirus and other public health concerns. In addition, Residence Life is focusing on personal wellness through our residential curriculum model, which encompasses strategies for students to manage stress, anxiety, and mental health concerns, due to the increase in CARE reports and the increase in suicide ideation and attempts reported.