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
EXECUTIVE SUMMARY

APPENDIX I:  Occupancy
APPENDIX II: Housing and Dining System Financials (through December 2018)
APPENDIX III: Residential Facilities
APPENDIX IV: Residential Life
APPENDIX V: University Dining Services
EXECUTIVE SUMMARY

Western's Residential Communities — Active Minds Changing Lives: On-campus housing is an auxiliary enterprise providing competitively-priced housing in a safe, developmentally appropriate, and educationally-focused environment. Campus 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 2018 Peak Report occupancy was 4,017, a decrease of 111 students from Fall 2017. After an original projection of 100 Study Group international students, the final actual number with campus residency was 6.
- We should meet the Housing and Dining Fiscal Principle of 90% average annual occupancy.
- Students living on campus included 88% of all first year freshmen, 24% of all transfers, and 28% of all students of color.
- Fall 2018 Peak occupancy of 4,017 compared to Winter 2019 Peak of 3,869 resulted in a fall-to-winter attrition rate of 3.7% for this year, compared to 4.3% for the previous year.

HOUSING & DINING SYSTEM FINANCIALS THROUGH DECEMBER 2018 (Appendix II)
Year-to-Date Revenues
- Total system revenue to date (including student fees, conference and one-time revenues) was 1.3% greater than the prior year.
- Room and meal plan revenue through December 2018 was 1.3% higher than the prior year influenced by a 4.5% rate increase coupled with a 2.6% decrease in Fall quarter average occupancy.

Year-to-Date Operating Expenses
- Total system operating expenditures through December 2018 increased by 5.8%.

Net Operating Revenues
- Net operating revenue through December 2018 was 4.3% lower than the prior year. For the full fiscal year net operating revenue is projected to be 2.5% lower than budgeted levels.

Non-Operating Expenses
- Year-to-date non-operating expenses, prior to the application of bond proceeds, increased 84% due to increased building addition and renovation activity per the System’s capital plan. Major work included the Multicultural Center addition and Buchanan Towers renovation (funded with a combination of cash and bonds), and Birnam Wood moisture mitigation.

RESIDENTIAL FACILITIES (Appendix III)
- Public works construction roofing projects (Highland, Fairhaven, Mathes, Birnam Wood), balcony repair projects (Birnam Wood) and renovation projects (Buchanan Towers) were completed. In addition, public works design of electrical projects (Fairhaven) and studies (seismic & generator power) were completed and viable recommendation integrated into the capital plan as appropriate.
RESIDENCE LIFE (Appendix IV)
- Professional staff are beginning academic intervention meetings with residential students placed on academic probation. The total number identified for Winter 2019 is 245.
- Residence Life is re-creating our educational model to launch in Fall 2019, a process which identifies the key knowledge and skills students will gain throughout their time living on campus and strategies to reach our goals in resident education.
- Birnam Wood has partnered with the Americorps Vista Program and the Western Sustainability office to create a food pantry to address food insecurity on campus.
- Residence Life has partnered with Fairhaven College to create a new Fairhaven Living Learning Community to launch in Fall 2019: Sustainable Food Systems.

UNIVERSITY DINING SERVICES (Appendix V)
- Winter quarter 2019 Dining Services in partnership with the Bagelry introduced organic bagels to the Western Campus. This is a first for the Bagelry and our campus. Dining services purchases over 88,000 bagels per year from the Bagelry. This product switch will represent a projected 2% increase in the Real Food Challenge goal.
- Sustainable Purchases (real food, community-based, and regional purchases) totaled $1.6 million and 37.33% of expenditures **increasing Real Food by 1.0% point** over the prior year.
- Student dining employees worked 51,839 hours during fall quarter 2018, representing 61% of all labor hours support for dining services. This represents a **1.1% increase** in total hours worked by students or 559 hours compared to prior year.

APPENDIX I: OCCUPANCY

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<td>Fall 2018 Peak</td>
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<td>Fall 2017 Peak</td>
<td>4,145</td>
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<td>Winter 2019 Peak</td>
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<td>Winter 2018 Peak</td>
<td>4,146</td>
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APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

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<td>+Operating Revenues</td>
<td>Up</td>
<td>$320,995</td>
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<td>=System Net Revenues</td>
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<td>Increase (see note)</td>
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Year-to-Date Revenues
- Total system revenue to date (including student fees, conference and one-time revenues) was 1.3% greater than the prior year.
- Room and resident meal plan revenue through December 2018 was 1.3% higher than the prior year influenced by a 4.5% rate increase coupled with a 2.6% decrease in Fall Quarter overall occupancy (there was a 3.5% decrease in residence hall occupancy vs. apartments)
- Conference revenue decreased slightly due to decreased bookings.
- Viking Union and Commission revenue increased slightly.

Year-to-Date Operating Expenses
- Total system operating expenditures to date increased by 5.8%
- Salary and Benefit expenditures increased 7% due to mandated wage and minimum wage increases, some position classification adjustments, and the filling of some vacant positions.
- Food expenditures are 2.4% higher, reflecting the impacts of the dining rate increase coupled with fewer resident boarders.
- Total utility expenditures decreased 5% due to reduced consumption across most major services.
- Operating maintenance expenditures increased 14%, due to increased repair needs coupled with the annual recharge rate increase. Annual expenditures are expected to match budget.

Net Operating Revenues
- Net operating revenue to date was 4.3% lower than the prior year. For the full fiscal year net operating revenue is projected to be 2.5% lower than budgeted levels.

Non-Operating Expenses
- Year-to-date FY2019 gross renovation and construction expenditures of $16.5M were approximately double that of the same period of FY2018 due to major projects identified in the System’s capital plan. Bond proceeds of $12M (issued FY2018) were used in FY2019 for the Multi-Cultural Center addition and Buchanan Towers renovation. Year-to-date debt service expense for FY19 was 25% higher than FY18 due to the commencement of the 2018 bond payments.

System Net Revenue
- System net revenue through December is significantly higher, and not meaningfully comparable to the prior year due to the application of bond proceeds this year for capital additions and renovations. Absent those bond proceeds, system net revenue is expected to be significantly lower for year-end FY2019 due to the increased capital expansion and renovation activity per the capital plan.

APPENDIX III: RESIDENTIAL FACILITIES
- The following public works construction projects have been completed.
  - Roof system replacement projects worth $2.5M at Highland Stack 2, Fairhaven Academic, Mathes and Birnam Wood (Phase 1 effort focused on Stacks 1, 2, 5 & the Remote Laundry Building) were done in September 2018.
  - Buchanan Towers (BT) renovation project worth $24.5M was started in April 2018. Phase 1 effort was done in November 2018. BT Classic (North Wing only) bathroom & kitchen plumbing amenities were replaced, new interior finishes were
provided and common area furniture was replaced. BT Classic fire alarm & mass notification systems were completely upgraded. BT Complex electronic access control system for external (all) / internal (BT Classic North Wing & BT East only) doors was upgraded eliminating the need for brass keys. In addition, new spaces were created to enhance student living—a community kitchen, ADA accessible suites (5), studio suites (4), floor study lounges (2) and gender neutral ADA accessible community restrooms (2) with a shower. Finally, BT Classic (North Wing only) exterior envelope upgrades were performed—window replacement, brick masonry sealing, addition of roof fall protection / gutters / downspouts.

- Birnam Wood balcony deck and railing upgrade project worth $2.2M was done in December 2018 (Phase 2 focused on Stacks 2, 3, 4, 6, 7 & the Community Building).

- The following public works design projects and studies have been completed.
  - Design of electrical power system upgrades at the Fairhaven Complex worth $0.5M was done in Fall 2018. Work will commence in early 2019.
  - Seismic study of all UR buildings was done in December 2018. Long term housing and dining assessment will inform plans factoring in new buildings, renovation years changing, building replacement (demo & new build), with a current anticipated expenditure of $36.1M.
  - Generator power study of all UR buildings was done in December 2018 to assess existing emergency stand-by & back-up requirements. Recommendations and budget cost estimates related to required upgrades needed will be integrated into the capital plan as appropriate.

- The following public works construction projects are in progress.
  - Project worth $1.0M to convert Housing’s legacy electronic door access control system located at 9 buildings to the new campus standard was awarded in November 2018. Work to be done by Spring 2019.
  - Project worth $0.6M to upgrade Edens North fire alarm & mass notification systems was awarded in November 2018. Work to be done by Summer 2019.
  - Buchanan Towers (BT) renovation project Phase 2 effort will be performed during Spring & Summer 2019. BT Classic (South Wing) suite amenities, electronic access control system for suite bedroom doors and exterior envelope systems will be upgraded similar to Phase 1. In addition, kitchens and related furniture will be installed at BT East. Finally, BT East fire alarm & mass notification systems will be upgraded.
  - Project worth $1.4M to modernize Edens Hall passenger and Ridgeway Common freight elevators will be awarded in Winter 2019. Work to be done by Summer 2020.

- The following public works design projects and studies are in progress.
  - Birnam Wood roof replacement project worth $1.5M (Phase 2 effort focused on Stacks 3, 4, 6, 7 & the Community Building) to be awarded in Winter 2019. Work to be done by Summer 2019.
  - Birnam Wood siding replacement project worth $1.8M (Phase 1 effort focused on Stacks 3, 4, 5, 6, 7 & the Community Building) to be awarded in Winter 2019. Work to be done by Summer 2019.
  - UR Phase 1 electronic door access control system upgrade project worth $6.6M will upgrade external doors from legacy brass key to desired proximity credential capability at 22 buildings (Phase 1: BW stacks 1-7, EN, HI, RA, RB, RD, RG, RK, RO, RS & Phase 2: FA, FX stacks 1-12, RC & VC) providing increased security.
and accountability. In addition, student bedroom doors at 4 buildings will be upgraded from legacy brass key to desired proximity credential capability. Construction work to be started in Summer 2019 with a target completion by Summer 2020.

- Housing & Dining Development Assessment Study started to review current UR building inventory in conjunction with future needs, shifts in demand and facility viability in accordance with WWU’s Strategic Plan. The planned completion date is the beginning of Summer 2019. Recommendations related to building actions (renovations, replacement, demolition, new construction) will be integrated into the capital plan as appropriate.
- Study of network system hardware and infrastructure at all UR buildings started to determine required system upgrades needed. Recommendations and budget cost estimates will be integrated into the capital plan as appropriate.

- Spearheaded varying in-house projects worth $1.7M focused on enhancements to student living / learning environments ranging from public area / student room furniture replacement ($1.0M), dining equipment replacement ($0.1M), hydration station installation ($0.1M) and other requirements ($0.5M) as appropriate.

APPENDIX IV: RESIDENCE LIFE

Academic Support:
- The Fall 2018 programming model focused on academic progress and educational goals.
- Intentional conversations focused on academic goals reached 73% of residents.
- The professional staff are beginning for academic intervention meetings with residential students placed on academic probation. The total number identified for Winter 2019 is 245.
- Residence Life has partnered with Fairhaven College to create a new Fairhaven Living Learning Community created to launch in Fall 2019: Sustainable Food Systems.
  - WWU is offering new students an opportunity to join a community for their first year that integrates their learning in thematic exploratory, general education courses, with their living experience on campus. The theme for this program in the 2019-2020 academic year is “Sustainable Food Systems.”

Residential Education and Leadership:
- Residence Life is re-creating our educational model, a process which identifies the key knowledge and skills students will gain throughout their time living on campus and strategies to reach our goals. Three core areas have been identified:
  - Inclusive community building
  - Peer resolution
  - Career preparedness
    - Next steps in our process are the creation of learning goals in addition to creating new and innovative strategies to provide learning and education to residents throughout their first year living on campus and beyond.
  - Core educational programming focused on relationship building, personal wellness sexual health, and academic progress. Programs included: Cookies and Condoms, Conflict Coaching, Rootbeer and Registration, and Stress Management/Self-Care. Programs in Fall 2018 attracted over 1,000 residents.
• Resident Advisors engaged in focused “intentional conversations” with 73% of residents regarding personal and academic success. Overall numbers include:
  o 1,380 hours of intentional conversations between Resident Advisers and residents.
  ▪ Learning outcomes included:
    - Students will recognize when their decisions and actions are in line with their personal and academic goals, values, and beliefs.
    - Students will identify resources and develop techniques to achieve personal wellness and academic success.
  o 34 as the average number of minutes spent in individual 1:1 conversations.
  o 2,969 residents who completed at least one 1:1 intentional conversation in the fall quarter.

• Residence hall councils collaborated with residential staff to implement a broad slate of community-building activities, including movie nights, dances, off-campus events, game nights, etc.

• Student leadership (RHA, NRHH) represented WWU at the Pacific Association of College and University Residence Halls regional conference at Oregon State University in fall 2018, and the National Association of College and University Residence Halls in spring 2018.

• In 2018, RHA changed their model from a programming based model to a governance model which focuses on leadership development and being a liaison between students in the residence halls, administration and the campus community.

• NRHH has continued with their legacy of facilitating Hall of the Year, which is a program that fosters healthy competition and inspires engagement of service, leadership, academics and recognition in the residence halls. They are also in their fifth 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.

• Birnam Wood has partnered with the Americorps Vista Program and the Western Sustainability office to create a food pantry to address food insecurity on campus.

**Diversity and Inclusion**

• Residence Life continued to sponsor residential student attendance at the Ethnic Student Center conference.

• Identity exploration was the main topic for Resident Advisor training prior to the winter quarter in preparation for identity exploration 1:1 intentional conversations.

• Enhanced professional staff training around topics of equity and inclusion including a book club for professional staff reading the book “White Fragility: Why It’s So Hard for White People to Talk about Racism” by Robin DiAngelo.

• Residence Life is creating an Inclusive Community Assistant (ICA) student staff position for the 2019-2020 academic year that will focus on relationship building and programming in relation to building inclusive communities.
  o The Senior Resident Adviser (SRA) position will be eliminated for us to create the ICA position focusing on equity and inclusion work. The responsibilities of the Senior Resident Advisers will be absorbed through a newly created student position.
responsible for administrative duties in addition to re-defining some of our other staffing roles.

Health and Residential Environment
All residential staff received mental health first-aid certification, and the “QPR” suicide prevention training.

- In Fall 2018, we had 183 alcohol cases and 60 cases involving marijuana and other drugs.
- These numbers are a decrease from Fall 2017.

APPENDIX V: UNIVERSITY DINING SERVICES

- Western Dining Services collaborated with University Residences to create a meal swipe program to combat food insecurity on our campus. Students donate meals through dining services and meals are distributed by financial aid to those in need. Launching spring 2019 pending final logistics and approvals.

- Winter quarter 2019 Dining Services in partnership with the Bagelry introduced organic bagels to the Western Campus. This is a first for the Bagelry and our campus. Dining services purchases over 88,000 bagels per year from the Bagelry. This product switch will represent a projected 2% increase in the Real Food Challenge goal.

- Sustainable Purchases (real food, community-based, and regional purchases) totaled $1.6 million and 37.33% of expenditures increasing Real Food by 1.0% point over the prior year.

- Introduced Oath Pizza as a new retail concept on the south side of campus in the Atrium. Oath Pizza is the first and only pizza brand to be granted Certified Humane approval for their proteins. Sustainably sourced ingredients with no chemicals, artificial preservatives, hormones or antibiotics.

- In Spring 2018 we made the switch in our Fresh Food Studio @ Carver academic building and our location in the Wade King Recreation center to smoothies that are 100% gluten free, made with all non GMO fruits and vegetables free, from growth hormones, no artificial flavors, sweeteners or preservatives.

- Student dining employees worked 51,839 hours during fall quarter 2018, representing 61% of all labor hours support for dining services. This represents a 1.1% increase in total hours worked by students or 559 hours compared to prior year.