

**WESTERN WASHINGTON UNIVERSITY
ITEM SUBMITTED TO THE BOARD OF TRUSTEES**

TO: Members of the Board of Trustees

FROM: President Sabah Randhawa on behalf of Vice President Melynda Huskey

DATE: February 9, 2018

SUBJECT: Mid-Year Housing and Dining Report

PURPOSE: Information Item

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 2018



University Residences Staff

EXECUTIVE SUMMARY

APPENDIX I: Occupancy

APPENDIX II: Housing and Dining System Financials (through December 2017)

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 2017 Peak Report occupancy was 4,128, an increase of 103 students from Fall 2016
- Should meet or exceed the Housing and Dining Fiscal Principle of 90% average annual occupancy.
- Students living on campus included 90% of all first year freshmen, 29% of all transfers, and 29% of all students of color.
- Fall 2017 Peak occupancy of 4,128 compared to Winter 2018 Peak of 3,948 resulted in an attrition rate of 4.3% for this year, compared to 3.3% for the previous year.

HOUSING & DINING SYSTEM FINANCIALS THROUGH DECEMBER 2016 (Appendix II)

- Total system revenue to date (including student fees, conference and one-time revenues) was 11.9% greater than prior year.
- Room and resident meal plan revenue through December 2017 was 7.1% higher than prior year, influenced by a 6.0% rate increase and a Fall 2017 occupancy increase.
- Total system operating expenditures to date increased by 4.8%.
- Net operating revenue to date was 12.4% higher than prior year. For the full fiscal year net operating revenue is projected to be slightly above budgeted levels.
- Year-to-date non-operating expenses grew 7.8% due to increased renovation activity per the System's capital plan. Major work included the Ridgeway Gamma renovation, Carver food service addition, Buchanan Towers renovation, and Birnam Wood moisture mitigation.

RESIDENTIAL FACILITIES (Appendix III)

- Results of the completed Facility Condition Assessment have been analyzed and factored into a rejuvenated 10-Year \$200+ million capital budget plan focused on renewal of building systems and other needed infrastructure upgrades. We are now assessing future need, shifts in demand, and facility viability as part of a more comprehensive University Residences Master Plan—a subset of the institutional facilities master plan.
- Public works renovation projects at Ridge Gamma and the Carver Academic Facility (Freshens retail dining) were completed, along with drainage / emergent balcony repairs at Birnam Wood. A design project was completed that focused on comprehensive renovations at Buchanan Towers via a 2-phased public works project to be performed in 2018 and 2019.

RESIDENCE LIFE (Appendix IV)

- Resident Advisors engaged in focused "intentional conversations" with 90% of residents regarding personal and academic success

- The staff is preparing for academic intervention meetings with residential students placed on academic probation. The total number identified for Winter 2017 is 387 compared to 310 the prior year.
- Care Reports alerting our Student Care and Concern Team to physical, emotional, and mental health issues showed a significant increase over the prior fall.

UNIVERSITY DINING SERVICES (Appendix V)

- Dining Services implemented the Healthy for Life Program “20 by 20” - a five-year initiative to improve the health of its customers 20% by 2020. All current menus reflect a 13% reduction in calories, saturated fat, and sodium. Thirty percent of the menu selections are now vegan or vegetarian.
 - Student dining employees worked 50,830 hours during Fall quarter, representing **58.9%** of all labor hours support for dining services. This represents a **2.3% increase** in total hours worked by students or 1,153 hours.
 - Sustainable Purchases (real food, community-based, and regional purchases) totaled \$1.5 million and 36.43% of expenditures, an **increase of 2.0%** over the prior year.
 - We have 39 community-based, local, and regional business and farm partners, an **increase of 8 partnerships**. One of our newest Partnerships is Cloud Mountain Farms in Everson, WA.

APPENDIX I: OCCUPANCY

	Operating Beds	Heads	Beds Rented	% Beds Filled
Fall 2017 Peak	4,145	4,118	4,128	99.6
Fall 2016 Peak	4,050	4,016	4,027	99.4
Winter 2018 Peak	4,146	3,939	3,948	95.2
Winter 2017 Peak	4,046	3,869	3,896	96.3

APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

	<u>Change from Previous Year (Adjusted #'s)</u>		
+ Revenues	Up	\$ 2,650,110	11.9% Increase
<u>- Less Operating Expenses</u>	Up	<u>\$ 646,422</u>	4.8% Increase
= Net Operating Revenues	Up	\$ 2,003,687	12.4% increase
<u>- Less Non-Operating Expenses</u>	Up	<u>\$ 795,554</u>	7.8% Increase
= System Net Revenues	Up	\$ 1,208,133	74.7% Increase

Year-to-Date Revenues

- Total system revenue to date (including student fees, conference and one-time revenues) was 11.9% greater than the prior year.
- Room and resident meal plan revenue through December 2017 was 7.1% higher than the prior year, influenced by a 6.0% rate increase coupled with increased Fall 2017 occupancy.
- Conference revenue increased due to increased bookings and the return of a larger group.
- Dining commission revenue was restored to prior year levels following an offset for dining facility renovation expenses.

Year-to-Date Operating Expenses

- Total system operating expenditures to date increased by 4.8%
- Food expenditures are 6.9% higher, reflecting the impacts of the dining rate increase and more resident boarders.
- Salary and Benefit expenditures increased 9.6% due to wage increases, position classification adjustments, and the filling of some vacant positions.
- Total utility expenditures decreased 1% due to reduced consumption across most components.
- Operating maintenance expenditures decreased 9%, due to project timing and the timing of billings. Annual expenditures are expected to meet budget.

Net Operating Revenues

- Net operating revenue to date was 12.4% higher than prior year. The full fiscal year net operating revenue is projected to be slightly above budgeted levels.

Non-Operating Expenses

- Year-to-date non-operating expenses increased 7.8% due to increased renovation activity per the System's capital plan. Major work included the Ridgeway Gamma renovation, Carver food service, Buchanan Towers, and Birnam Wood moisture mitigation.

APPENDIX III: RESIDENTIAL FACILITIES

- The following public works construction projects have been completed:
 - Carver Gym renovation project worth \$1.3M to provide new Freshens retail dining platform completed in Summer 2017.
 - Ridge Gamma renovation project worth \$8.2M completed in Summer 2017.
 - Birnam Wood drainage project worth \$1.5M completed in October 2017 providing upgrades to Stacks 1 thru 5 along with the Community Building.
 - Birnam Wood emergent balcony deck and railing project worth \$0.9M completed in November 2017 providing upgrades to Stacks 1, 2, 4 and 5.
- The following public works design projects have been completed:
 - Buchanan Towers design of renovation project worth roughly \$26M completed in December 2017.
 - Seismic study providing recommendations related to building upgrades to be programmed into the capital plan as appropriate.
- The following construction project is in progress:
 - Viking Commons energy rebate project worth roughly \$200,000 awarded in Fall 2017 to upgrade the dining ventilation system providing energy efficient operations. Work to be completed by Spring 2018.
- The following design projects are in progress:
 - Roof system repairs at Highland Stack 2, Fairhaven Academic and Mathes worth \$1.2M.
 - Balcony deck / railing repairs (Stacks 2, 3, 4, 6, 7, Community Building) and roofing repairs (Stacks 1, 2, 5, Laundry Building) worth \$3.7M.
 - Generator power study to assess existing emergency stand-by / back-up requirements and to provide recommendations related to needed upgrades.

APPENDIX IV: RESIDENCE LIFE

Academic Support:

- The Fall quarter programming model focused on academic progress and educational goals.
- Intentional conversations focused on academic goals reached 90% of residents.
- Staff are now preparing for academic intervention meetings with residential students placed on academic probation. Total number identified for Winter 2017 is 387, compared to 310 the prior year.

Residential Education and Leadership:

- The Fall emphases on both healthy relationships and academic success saw student resident advisors hold intentional conversations with 90% of the residence hall students, the first focusing on roommate dialogs, and the second focusing on academic progress and educational goals

- Core educational programming addressed relationships, safety, healthy sexual decision making, and academic progress and goals.
- 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

Diversity and Inclusion

- Continued to sponsor residential student attendance at the Ethnic Student Center conference.
- Staff continued service as mentors and advisors to ESC clubs.

Health and Residential Environment

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

- Care Reports which pertain to physical, emotional, and mental health issues increased significantly (53%) over Fall 2016
- Incident reports increased over the prior year, reflective of increased occupancy
- Drug and alcohol violations both showed declines over the prior year
- Second violations were comparable to the prior year

Students Found Responsible:

	Fall '13	Fall '14	Fall '15	Fall '16	Fall '17
Alcohol	240	288	170	231	215
Drug	108	180	91	102	78
2 nd Violation	19	34	8	26	26

APPENDIX V: UNIVERSITY DINING SERVICES

- Freshens Fresh Food Company opened at the Carver Academic Facility to great acclaim.
- Recruited Registered Dietician: Implemented weekly student wellness and nutrition classes as well as engagement program for students with specific dietary requirements.
- Ten Western Student managers to be nominated for 2018 S2L (Step up to Leadership) summer internship.
- 39% of Current Management staff is comprised of Western graduates
- Dining Styles Fall 2016 represented an increase of 0.5% over prior year to 5.40 on a scale of 1 to 7. Overall experience was rated excellent by 49% of participants. This is a **5% increase** over prior year
- Partnership with Bellingham Food Bank and Lighthouse mission and the Food Recovery Network to provide food donations. 4,160 lbs. of food was donated January – December 2017.
- Community based, local and regional business and farm partners now total 39, an **increase of 8 partnerships** over the prior year.