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 1, 2021
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
EXECUTIVE SUMMARY

APPENDIX I: Occupancy
APPENDIX II: Housing and Dining System Financials (through December 2020)
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, developmentally-appropriate, and educationally-focused environment. Supporting these principles during an unprecedented time of COVID19 has been particularly challenging in creating a campus residential experience supporting students’ transition into progressively more independent and responsible adults. Nevertheless, the new Alma Clark Glass residential facility will increase Western’s footprint for accessible, inclusive and sustainable housing. Alma Clark Glass will feature study lounges and community kitchens on almost every floor, allowing students to engage academically in collaborative spaces and socially through preparing meals and eating together. There is a large community kitchen and common area on the main floor of the new building that will serve as a central hub for the community. In addition, there will be a multipurpose room that can be used for programming, events, presentations, and lectures.

OCCUPANCY (Appendix I) Note: With a maximum Covid-19 Occupancy of 1,400 in place

- Fall 2020 Peak Report occupancy was 1,051, a decrease of 2,902 students from Fall 2019 (3,953).
- Fall 2020 Peak occupancy of 1,051 compared to winter 2021 Peak of 1,072 resulted in a positive fall-to-winter increase of 21 for this year, compared to Fall 2019 Peak occupancy of 4,017 compared to winter 2020 Peak of 3,856 with a fall-to-winter decrease of 161.
- Students residing on campus included 28% of all first years, 8% of all transfers and 29% of all students of color.

HOUSING & DINING SYSTEM FINANCIALS (Appendix II)

Summary
Due to the impacts of the pandemic on housing and Viking Union operations, meaningful comparison of FY2021 and FY2020 financial performance is challenging. An example is extending our current Aramark contract for two years to have a more favorable financial situation for the University. Occupancy-based revenue was significantly impacted, while enrollment-based fee revenue saw smaller decreases. Operating expenses were reduced through decreased usage and through purposeful reductions and contract renegotiations. Refer to Appendix II for additional information and commentary.

- Year-to-Date Revenues
  o Total system revenue to date (including student fees, commissions, and one-time operating revenues) was $16.9 million or 66% lower than the prior year.
  o Room and meal plan revenue through December 2020 was $15.2 million or 73% lower than the prior year to date due to pandemic occupancy restrictions.
- Year-to-Date Operating Expenses
  o Total system operating expenditures through December 2020 decreased by $7.5 million or 47%.
- Net Operating Revenues
  o Net operating revenue through December 2020 of $279,000 was 97% ($9.4 million) lower than the prior year.
- Non-Operating Expenses
  o Year-to-date non-operating expenses, prior to the application of bond proceeds, decreased $7 million or 93% due to the curtailment of non-debt funded project work, and the deferment of debt service payments through the issuance of revenue bonds to provide budget relief for FY2021 and 2022.
RESIDENTIAL FACILITIES (Appendix III)

- Excitement exists for the public works project, the demolition of the “old” Highland and construction of the new Alma Clark Glass Hall. Project worth $67M, the new residential building will net approximately 260 beds to Housing’s overall inventory. Scope also includes upgrading Ridge Commons to provide accessible dining and collaborative learning spaces.
- Projects related to a security and safety emphasis include upgrading existing doors to electronic access control with proximity credential capability.
- Reengineering operations to maximize custodial and maintenance services to support residents in a reduced budget environment.

UNIVERSITY DINING SERVICES (Appendix IV)

- **Student Food Insecurity Initiatives** –
  - **Meal Kit distribution:** In collaboration with our campus partners and utilizing volunteer efforts of our dining services management team, we have supplied and distributed over 2000 meal kits to students experiencing food insecurity.
  - **Swipe Out Hunger:** 180 meals donated fall term. Converted meals to dollars to provide fresh produce to supplement grant funding for winter quarter meal kits.
  - **SNAP:** Applying to accept SNAP benefits via the USDA.
- **Isolation / Quarantine Meals:** Prepared and assisted in the distribution of 1637 meals for 174 students in isolation and quarantine through January 22, 2021.

RESIDENCE LIFE (Appendix V)

- Equity and inclusion initiatives have been a focus of the fall 2020 quarter with challenges to the University Residences posting policy in addition to the heightened awareness of racial injustice throughout the United States. Residence Life has focused our dialogue series, trainings, and new educational strategies on racial justice this year. Our dialogue series and action items working towards more equitable and inclusive practices specifically focusing on racial justice will continue in the winter and spring quarters.
- Professional staff are beginning academic intervention meetings with residential students placed on academic warning to address academic progress and strategies for success.
APPENDIX I: OCCUPANCY

Note: Covid-19 Occupancy Restrictions in place

<table>
<thead>
<tr>
<th>Operating</th>
<th>Beds</th>
<th>Heads</th>
<th>Rented</th>
<th>% Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2020 Peak</td>
<td>1,400</td>
<td>1,051</td>
<td>1,051</td>
<td>75.0%</td>
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<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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<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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<td>Fall 2017 Peak</td>
<td>4,145</td>
<td>4,118</td>
<td>4,128</td>
<td>99.6%</td>
</tr>
</tbody>
</table>

| Winter 2021 Peak | 1,400 | 1,072 | 1,072 | 77.2% |
| Winter 2020 Peak | 4,045 | 3,785 | 3,787 | 93.6% |
| Winter 2019 Peak | 4,144 | 3,851 | 3,856 | 93.0% |
| Winter 2018 Peak | 4,146 | 3,939 | 3,948 | 95.2% |

*Fall 2019: Highland Hall 140 beds offline due to new residence hall construction

APPENDIX II: HOUSING AND DINING SYSTEM FINANCIALS

July – December 2020 vs 2019

<table>
<thead>
<tr>
<th></th>
<th>YTD FY2021</th>
<th>YTD FY2020</th>
<th>Var $</th>
<th>Var %</th>
</tr>
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<tbody>
<tr>
<td>System Revenue from Operations</td>
<td>$8,624,069</td>
<td>$25,574,943</td>
<td>($16,950,874)</td>
<td>-66.28%</td>
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<tr>
<td>System Operating Expenditures</td>
<td>$8,344,847</td>
<td>$15,867,595</td>
<td>($7,522,748)</td>
<td>-47.41%</td>
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<tr>
<td>Net Operating Revenue</td>
<td>$279,222</td>
<td>$9,707,348</td>
<td>($9,428,126)</td>
<td>-97.12%</td>
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<tr>
<td>Debt Service Expense</td>
<td>$0</td>
<td>$3,295,480</td>
<td>($3,295,480)</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Major Projects &amp; Renovations (non-debt funded) Expense</td>
<td>$516,788</td>
<td>$4,254,242</td>
<td>($3,737,454)</td>
<td>-87.85%</td>
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<tr>
<td>SYSTEM NET REVENUE</td>
<td>($237,566)</td>
<td>$2,157,626</td>
<td>($2,395,192)</td>
<td>-111.01%</td>
</tr>
</tbody>
</table>

Year-to-Date Revenues

- Total system revenue to date (including student fees, commissions, conferences and one-time revenues) was $16.95 million (66%) lower than the prior year.
- Room and meal plan revenue through December 2020 was $15.2 million or 73% lower than the prior year due to Covid occupancy restrictions (See “Occupancy” section of the report). Room and board prices increased 4% over the prior year.
- Mandatory student fee revenue (S&A Fee, Non-Academic Building Fee, Multi-Cultural Center Fee) decreased $243,000 (-9%) due to declines in WWU enrollment.
- Conference and guest housing revenue for FY2021 to date was almost non-existent due to the cancellation of summer on-campus camps and conferences. FY2020 conference and guest housing revenue was $463,801.
• Commission revenue declined $256,000 (-47%) due to significantly reduced food service activity across all dining sales sectors. The renegotiated WWU-Aramark contract (Summer 2020) provided some commission relief during the pandemic period.

Year-to-Date Operating Expenses
• Total system operating expenditures to date decreased $7.5 million (-47%)
• Salary and Benefit expenditures decreased $2.1 million (-48%) due to: a) the moving of the housing custodial operation to WWU facilities services, and b) a significant reduction in student staffing: $1.2 million (-76%), to align with lower occupancy and reduced services. Consistent with WWU’s pandemic response there were no compulsory layoffs or furloughs of permanent employees.
• Food expenditures were $4.4 million (63%) lower, reflecting lower resident dining invoices due to lower occupancy.
• Total utility expenditures decreased $268,000 (-28%) due primarily to increased building usage from Covid impacts.
• Operating maintenance expenditures decreased $276,000 (-17%). While building use was reduced, Covid adaptation costs were incurred.

Net Operating Revenues
• Net operating revenue to date of $279,000 was $2.4 million or 97% lower than the prior year. For the full FY2021 fiscal year, a net operating revenue loss of $600,000 to $700,000 is projected, compared to the FY2021 revised (Covid) budgeted loss of approximately $1,600,000.

Non-Operating Expenses
• Year to date non-bond funded renovation and construction expenditures of $517,000 was $3.7 million (88%) less than last year’s $4.3 million in expenditures from to the curtailment of most renovation and major repair work due to the pandemic. Bond proceeds used to date in FY 2021 for the Buchanan Towers renovation and new residence hall were $13.8 million; in FY2020 it was $7.3 million. In September 2020 $21.76 million in revenue bonds were issued to finance the deferment of the System’s FY2021 and 2022 debt service payments, offering budget relief during this pandemic period.

System Net Revenue
• System net revenue through December 2020 was ($237,000) compared to $2.2 million for December 2019. Early projections indicate FY2021 finishing with a net loss of $1,500,000 which is a 47% improvement compared to the FY2021 revised (Covid) System budget estimated loss.

APPENDIX III: RESIDENTIAL FACILITIES

• Public Works construction in progress:
  o Project worth $67M to build the new Alma Clark Glass Hall which provides 413 designed beds will add 260 beds to Housing’s inventory. Scope also includes upgrading Ridge Commons to provide accessible dining/collaborative spaces. Opening is scheduled for September 2021.
  o Project worth $0.6M to convert Housing’s legacy electronic door access control systems located at 9 buildings to the new campus standard. Expected completion is Winter 2021.
• Public Works construction completed:
  o With an eye towards safety and due to COVID-19 budget constraints, we completed in September 2020 Birnam Wood community doors upgrades and replaced ground level Fairhaven community patio doors to store front windows.

• COVID-19 related facilities projects completed:
  o Implemented the initial on-campus Isolation Quarantine (ISOQ) Plan to temporarily house residents in designated Ridge buildings starting in Spring & Summer 2020.

• Critical operational initiatives were launched:
  o Reduced Housing’s overall FY21 maintenance budget by 55% due to COVID-19 budget constraints. As a result, on-going work requests are being reviewed “case by case” to ensure essential requirements are promptly addressed and non-essential tasks deferred to either to Summer 2021 or as funding is available.

APPENDIX IV: UNIVERSITY DINING SERVICES

• Diversity Equity and Inclusion Plan – Collaborated with the Western leadership team to create a DEI plan, to support the short and long-term initiatives that align with Western’s goals and values in support of Diversity, Equity and Inclusion for all members of our community.

• Student Food Insecurity Initiatives –
  o Meal Kit distribution: In collaboration with our campus partners and utilizing volunteer efforts of our dining services management team, we have supplied and distributed over 2000 meal kits to students experiencing food insecurity.
  o Swipe Out Hunger: 180 meals donated fall term. Converted meals to dollars to provide fresh produce to supplement grant funding for winter quarter meal kits.
  o SNAP: Applying to accept SNAP benefits via the USDA.

• Isolation / Quarantine Meals: Prepared and assisted in the distribution of 1637 meals for 174 students in isolation and quarantine through January 22, 2021.
Technology Initiatives:

- **Virtual Western Dining Card**
  - Touchless payment - Addressing safety concerns for both the customer and staff. Students are accustomed to touchless payment options, brings this experience to campus. 89% of all dining transaction were completed using this app since its inception in the fall of 2020.
  - Eliminates issues surrounding lost/misplaced physical cards.

- **Mobile ordering**
  - Technology in place at 3 retail locations for future openings. Ability to expand to other dining locations across campus.
  - Address safety by reducing the queue line for ordering in person.

- **Dining Hall reservation system**
  - Program in place to address potential needs to stagger large number of meal plan holders. To address safety concerns, this program restricts the number of people entering the dining halls allowing for social distancing measures.

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 45 compared to 261 in fall 2019. The significant decrease in the number of conversations is due to having less students living on campus this year.

**Residential Education/Leadership**

- During the fall 2020 quarter, residential staff completed intentional conversations with 655 residents. This was a 75% decrease from fall 2019, which aligns with the 75% decrease in occupancy. The average duration of all conversations was 31 minutes and addressed topics such as transition to college, mental health challenges navigating the COVID-19 pandemic, goals for academic and personal success, and how to get connected at Western. All conversations are focused on the three URISE goals of:
  - Inclusive community building (91.3% of conversations included topics related to this learning goal)
  - Career preparedness (96.2% of conversations included topics related to this learning goal)
  - Personal wellness (96% of conversations included topics related to this learning goal)

- The National Residence Hall Association (NRHH) has pivoted to all virtual programming and has adapted their signature event, the leadership induction ceremony, to an online format as well.
The Residence Hall Association (RHA) collaborated with Aramark dining to address student concern over dining hall hours at the Fairhaven dining hall. An agreement was reached to re-open Fairhaven for limited brunch hours to ensure students have adequate access to food, but also to address low numbers and budget constraints due to limited residents living on campus this year.

Diversity and Inclusion

- Residence Life is working on several key initiatives to incorporate the values of equity and inclusion into daily practice. Initiatives in the fall 2020 quarter include:
  - Development of Black Affinity Housing to be implemented on a floor community in the new residence hall opening in fall 2021
  - UR Seen campaign was created to promote our values of equity and inclusion to residents by sharing photos and quotes of students from across all backgrounds, identities, and communities
  - The Inclusion Assistant program is now offering residents mentoring opportunities to sign up and engage in dialogue with questions they have, concerns about on campus living, or other topics related to equity and inclusion. Residence Life’s two Inclusion Assistants are also offering programming opportunities within the halls. Their latest program was titled: “Being Actively Anti-Transphobic” and provided strategies to better support students’ transgender suitemates, classmates, friends, and acquaintances. The Inclusion Assistants are also working on ways to more visibly show our values of equity and inclusion with the residence hall lobby and public areas.

Health and Residential Environment

- In fall 2020, we had 179 COVID-19 alleged violations. 133 of the students were found responsible with the majority of cases being the failure to wear a face covering in public areas of the residence halls. 32 students had a repeat COVID-19 violation in the fall quarter. There were six students with more than three COVID-19 related charges and 11 students charged with disruptive behavior due to COVID-19 policies in the halls. We had 44 violations of our guest policy. Our approach to COVID-19 conduct violations in the fall quarter was focused on education and reflection to promote health and safety within the on campus community.
- In fall 2020, we had 129 CARE cases reported. Some students were identified in multiple cases, but overall, most of the 129 cases are reports regarding individual students. We outreached to all of these students to follow up, create action plans, and provide referrals to campus resources.