



## Strategic Housing Plan – Update

September 24, 2007

### Overview

The Chancellor and OUS Board asked the University of Oregon to develop a long-range housing plan in conjunction with their approval of the sale of Westmoreland Village Apartment Complex.

In response to this request, the university initiated a two-phased housing strategic planning process to develop a plan that will direct the university's housing-related activities through the next decade, including recommendations regarding the amount and type of new housing stock. The goals of the plan are to:

1. Support and enhance the university's character as a residential university.
2. Support and enhance the university's enrollment management goals.

### Progress

As part of Phase 1, an appointed Housing Strategic Planning Group identified broad objectives and measurable goals using AAU institutions (more specifically the university's eight peer institutions as defined by OUS) as primary benchmarks. The Board was given a progress update in January 2007, and broad university input was gathered before initiating Phase 2.

During Phase 2 an expanded Housing Strategic Planning Group with broad representation from students, faculty, staff, administration, and the community worked with professional consultants Anderson Strickler, LLC to:

- Refine the **housing objectives**;
- Conduct a comprehensive **housing analysis** (existing conditions and market study); and
- Develop an **implementation plan**.

Extensive input was gathered via key stakeholder interviews and presentations, thirteen student focus groups, a web-based survey that received 3,154 responses, and an analysis of twelve peer institutions.

### Housing Objectives

Twenty-six housing objectives were established to meet the primary goals stated above.

The first group of objectives is designed **to support and enhance our character as a residential university** by encouraging full-time students to live on or close to campus. The second group of objectives is designed **to support and enhance our enrollment management goals** by providing adequate and flexible housing choices that meet the needs of our unique mix of students and that are competitive with our peers. The final group addresses other campus planning issues to **ensure housing development is linked to broader campus goals**.

Some of the key measurable goals designed to address these objectives include:

- House at least 25% of **undergraduates** on campus to meet the "primarily residential" Carnegie classification (22% in 2006-07);
- Continue to house on campus at least 85% of **freshmen**;
- House on campus at least 15% of **sophomores, juniors, and seniors** (5.5% in 2006-07);
- House in UO-owned housing 11% of **graduate** students (8% in 2006-07); and
- Provide a mix of housing types and related programs that meet the needs of our unique mix of students.

## Housing Analysis

**Existing Conditions** - UO currently has 3,501 beds in eight residence halls with nearly a million square feet, and 447 apartment units (four apartment complexes and seventy-seven houses) with almost 350,000 square feet. Occupancy was 98% in fall 2006. The facility analysis found that although UO has maintained the residence halls and apartments exceptionally well, the residence halls would require a large investment just to address current standards. Except for the Living Learning Center completed last year, all of the residence halls were built within a ten-year growth period that ended over forty years ago.

**Market Study** – An analysis of university and non-university-owned facilities demonstrated the following:

- UO has a large—almost 2,400-bed—unmet demand for housing. At present these students are not interested in living in UO housing because the expected unit types or amenities are not available.
- UO housing must change to meet the needs of upper class students, who indicate significant interest in remaining on campus if they can have a more independent residential lifestyle.
- UO housing should include suites, which students desire and peer institutions already offer, and which would fill the gap between the sufficient supply of UO-owned traditional housing and the adequate supply of off-campus market apartments.
- Students desire more living space and amenities.
- International students, non-resident students, and students from underrepresented groups share similar preferences with the greater student population.

**Student Learning and Space Program Analysis** - UO has developed an excellent array of residential learning communities, including Freshman Interest Groups (FIGs) and academic activities such as Community Conversations, which compare favorably to the best residential learning initiatives at other universities. In addition, the Living Learning Center's integration of academic and social spaces is consistent with other institutions. What is missing is the residentially located learning centers found at other comparable institutions. UO needs to address space and resource issues to support the next steps in developing integrated academic programming in the UO residential environment.

## Implementation Plan

**Ideal Space Program** – The planning team established an ideal space program, which strives to achieve a balance between meeting the housing objectives and responding to the market study. It resolves the UO's unique standing among its peers for not offering suite-housing to undergraduates by increasing the mix of unit types to meet student demand in general and to encourage other classes (in particular sophomores) to live on campus.

<u>Ideal Space Program</u>				
Type/Occupancy	Existing	Ideal	Change	Ideal %
Traditional Doubles	2,726	1,648	-1,078	30%
Traditional Singles	303	348	45	6%
Semi-Suite (Dbls/Sgls)	472	952	480	18%
Suite (Dbls/Sgls)	0	2,083	2,083	38%
Apartments	447	447	0	8%
<b>Total</b>	<b>3,948</b>	<b>5,478</b>	<b>1,530</b>	<b>100%</b>

**Financial Plan** - Several scenarios using an established financial model were evaluated to determine how to best implement the ideal space program and meet other housing objectives such as the integration of living and learning in support of student success. Significant new construction will be required to replace the existing traditional double-bedroom residence halls with more private-style units and better integrated student-learning spaces.

The preferred financial plan demonstrates that it is possible to achieve the ideal space program—an increased capacity from 3,948 beds to 5,478 beds—within the ten-year timeframe:

- Cycle 1 cost of \$40-60 million;
- Funded by new unit rate increases and an annual 3% increase in housing rates; and
- Renovation of one-third of the existing beds (1,388), replacement of two-thirds (2,069), construction of 1,900 new beds, and creation of opportunities for student learning.

## Next Steps

The provost will solicit broader university feedback before moving ahead with implementation and the first phase of construction. With this completed plan, the university can make informed decisions on how to best spend housing funds, including the significant new proceeds from the sale of the Westmoreland Village Apartment Complex. As implementation moves forward, the following issues identified during Phase 2 will be considered: cost, delivery strategy, project phasing, student-learning integration and market capacity.