Meeting Synopsis

1. Call to order
2. Review of the minutes from December 4, 2018
3. Student activity fee discussion – Jeremy Moon, Services & Activities Fee Committee Chair
4. Affordable housing discussion – Pam Schreiber, Executive Director of Housing and Food Services
5. Good of the order
6. Adjourn

1. Call to order

The meeting was called to order at 1:30 p.m.

2. Review of the minutes from December 4, 2018

The minutes from December 4, 2018 were approved as written.

3. Student activity fee discussion – Jeremy Moon, Services & Activities Fee Committee Chair

Jeremy Moon, Services & Activities Committee Chair updated the council on the Services & Activities Fee (SAF) committee and provided a PowerPoint presentation (Exhibit 1).

A member asked if SAF had connected to the Advancement Office on securing gifts for supplemental funding. The member also asked if SAF had considered increasing internships. Lincoln Johnson, Associate Vice President of Student Life, responded that there is a capacity issue around increasing internships. Johnson also noted that it is difficult to secure gifts for operational support. However, there are efforts to secure funding for specific areas.

A member asked Moon to provide more insight to SAF’s expenditures. Moon responded that SAF and Hall Health are using reserves, but many other entities that SAF provides funding for are trending toward deficit.

The chair noted that the council will likely reconnect with SAF to continue the conversation (especially around mental health care).

4. Affordable housing discussion – Pam Schreiber, Executive Director of Housing and Food Services

Pam Schreiber, Executive Director of Housing and Food Services (HFS), provided a PowerPoint presentation (Exhibit 2) and presented on HFS efforts to support UW students and provide affordable housing on campus.
Prior to Schreiber’s presentation, the council requested any information regarding overarching groups that are focused on affordable housing for students. Schreiber responded that to her knowledge there is not a coordinated effort. HFS is working with a consulting group (demographers) who released a survey (today) that asks students where they live, how they commute, and to provide details around why they chose to live in their current residence. HFS should have a robust report in the spring.

A member asked about the lifetime of housing available at the UW, and if it was possible to have housing that lasts longer than 50 years. Schreiber responded that it is possible, but there are higher costs associated with renovating older buildings. HFS’s analysis showed that it was more cost effective and efficient to rebuild rather than not renovate buildings used for student housing.

The chair asked how students are prioritize for housing. Schreiber said that students who reside on campus are asked to indicate if they will continue living on campus. These students are given priority. First year students then receive housing information and priority is largely given on a first come first serve basis. Foster students, scholarship athletes, and other specific groups do have dedicated spaces. There is a waitlist, and HFS provides some additional off campus resources.

The chair will request HFS come back to the council once the survey is complete.

5. **Good of the order**

Nothing was stated.

6. **Adjourn**

The meeting was adjourned at 3:05 p.m.

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*Minutes by Lauren Hatchett, lehatch@uw.edu, council analyst*

**Present:**
- **Faculty:** Ann Culligan, Bruce Hevly, Chris Laws (chair), Dean Heerwagen, Selma Powell, Andrea Carroll
- **Ex-officio reps:** Aileen Trilles, Angelia Miranda
- **President’s designee:** Lincoln Johnson
- **Guests:** Jeremy Moon, Pam Schreiber

**Absent:**
- **Faculty:** Christopher Campbell
- **Ex-officio reps:** Afua Tiwaa, Erin Conor

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**Exhibits**

Exhibit 1 – 2019 FCSA Presentation.pdf
Exhibit 2 – Presentation for FCSA_January 2019.pdf
SERVICES & ACTIVITIES FEE

2018 CHAIR REPORT TO FCSA

Jeremy Moon, SAFC Chair

January 18th, 2019
Odegaard 320
$17,269,006 in total FY19 allocations
SAF Committee

16 Appointed Members

- 6 ASUW (voting members)
- 5 GPSS (voting members)
- 5 Ex-Officios W/o Vote (3 Vacant Seats)

3 Total Fees Administered

- Services & Activities Fee: $136
- IMA Bond Fee: $32
- Facilities Renovation Bond Fee: $70

*Fees are per student per quarter

Mission:

To support and enhance the out of class experience of students at the University of Washington Seattle.

The Services and Activities Fee provides ongoing operational and capital funding for programs, which protect and enrich the cultural, emotional, intellectual, physical, and social well being of the student.

17 Units Receive Annual Funding
Our Process

- **Au**
  - Committee Startup
  - Review Orientation & Budget Documents
  - Review Committee Policies
  - Assign Unit Liaisons

- **Wi**
  - Orientation Hearings with Unit Leads
  - Start of Budget hearings with Unit Leads

- **Sp**
  - Finish Budget Hearings
  - Allocations Deliberations
  - Set the New Fee
  - Vote on Allocations to be Sent to Regents for Approval
Unit Allocations

<table>
<thead>
<tr>
<th>Unit</th>
<th>Allocations ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associated Students of the University of Washington</td>
<td>$1,055,871</td>
</tr>
<tr>
<td>Campus Sustainability Fund</td>
<td>$348,208</td>
</tr>
<tr>
<td>Counseling Center</td>
<td>$906,340</td>
</tr>
<tr>
<td>Disability (D) Center</td>
<td>$97,847</td>
</tr>
<tr>
<td>Ethnic Cultural Center</td>
<td>$996,015</td>
</tr>
<tr>
<td>Graduate and Professional Student Senate</td>
<td>$442,570</td>
</tr>
<tr>
<td>Hall Health Primary Care Center</td>
<td>$6,615,060</td>
</tr>
<tr>
<td>Health and Wellness</td>
<td>$70,714</td>
</tr>
<tr>
<td>Husky Union Building/HUB</td>
<td>$1,082,914</td>
</tr>
<tr>
<td>Intellectual House/woob2altx*</td>
<td>$114,984</td>
</tr>
<tr>
<td>Q Center</td>
<td>$395,971</td>
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<tr>
<td>Recreation</td>
<td>$2,701,947</td>
</tr>
<tr>
<td>Services &amp; Activities Fee Committee</td>
<td>$32,785</td>
</tr>
<tr>
<td>Student Legal Services</td>
<td>$272,508</td>
</tr>
<tr>
<td>Student Parent Resource Center</td>
<td>$1,353,873</td>
</tr>
<tr>
<td>Student Publications</td>
<td>$318,533</td>
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<tr>
<td>Student Technology Loan Program</td>
<td>$175,405</td>
</tr>
<tr>
<td>Student Veteran Life</td>
<td>$118,795</td>
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</tbody>
</table>
Allocations By Category

Behavioral Health: $1,372,225
Physical Health: $8,921,836
Community Centers: $2,806,520
Other Student Services: $2,120,319
Sustainability: $348,208
The Future Budget

❖ New state law has decoupled the S&A Fee from tuition
❖ Maximum of a 4% increase each year in whole dollar amounts
❖ Allows us to plan our long term budget for the first time

We currently operate in a deficit. So, SAF’s long term financial health must be addressed.
Key Assumptions

❖ Based on the last decade, the University will have a projected growth of 1.172% annually.
❖ Temporary/hourly staff will see annual wage increases roughly equivalent to inflation which is projected to be around 2%. It should be noted that the Fed expects this rate to increase in their short term forecast.
  ➢ Note that on Jan. 1st the minimum wage increase was 3.6%
❖ For the sake of this projection, benefit rates are assumed to increase by 0.5% annually.
❖ Classified Staff are assumed to receive a 2% annual pay increase.
❖ Professional staff under the SAF budget are assumed to get an average of a 1.7% increase.
  ➢ It has been a long term practice of SAFC to grant merit increases for professional staff.
❖ operational budgets were assumed to rise by an average of 1%
❖ Capital Project funds were projected to rise by 5% annually
# The Future of the Fee

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Fee Level</th>
<th>Dollar Increase</th>
<th>Annual Percent Increase</th>
<th>Total Percent Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19</td>
<td>$131</td>
<td>$5</td>
<td>3.8%</td>
<td>3.8%</td>
</tr>
<tr>
<td>FY20</td>
<td>$136</td>
<td>$5</td>
<td>3.6%</td>
<td>7.6%</td>
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<tr>
<td>FY21</td>
<td>$141</td>
<td>$5</td>
<td>3.5%</td>
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<td>FY22</td>
<td>$146</td>
<td>$5</td>
<td>3.4%</td>
<td>15.2%</td>
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<tr>
<td>FY23</td>
<td>$151</td>
<td>$6</td>
<td>3.9%</td>
<td>19.8%</td>
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<tr>
<td>FY24</td>
<td>$157</td>
<td>$6</td>
<td>3.9%</td>
<td>24.4%</td>
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</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Fee Level</th>
<th>Dollar Increase</th>
<th>Annual Percent Increase</th>
<th>Total Percent Increase</th>
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</thead>
<tbody>
<tr>
<td>FY25</td>
<td>$163</td>
<td>$6</td>
<td>3.7%</td>
<td>29.0%</td>
</tr>
<tr>
<td>FY26</td>
<td>$169</td>
<td>$6</td>
<td>3.5%</td>
<td>33.6%</td>
</tr>
<tr>
<td>FY27</td>
<td>$175</td>
<td>$7</td>
<td>4%</td>
<td>38.9%</td>
</tr>
<tr>
<td>FY28</td>
<td>$182</td>
<td>$7</td>
<td>3.8%</td>
<td>44.3%</td>
</tr>
<tr>
<td>FY29</td>
<td>$189</td>
<td>$7</td>
<td>3.7%</td>
<td>49.6%</td>
</tr>
<tr>
<td>FY30</td>
<td>$196</td>
<td>$7</td>
<td>3.6%</td>
<td>54.9%</td>
</tr>
</tbody>
</table>

**Exhibit 1**

This model assumes the maximum allowed increase.
### Collections

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate Increase</td>
<td>0.00%</td>
<td>3.80%</td>
<td>3.60%</td>
<td>3.50%</td>
<td>3.40%</td>
<td>3.90%</td>
<td>3.80%</td>
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<tr>
<td>Rate Increase Result</td>
<td>$16,028,221.00</td>
<td>$16,832,282.48</td>
<td>$17,642,620.87</td>
<td>$18,474,121.12</td>
<td>$19,326,119.51</td>
<td>$20,315,173.87</td>
<td>$21,334,291.88</td>
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<tr>
<td>Adjusted for Enrollement</td>
<td>$16,216,071.75</td>
<td>$17,029,556.83</td>
<td>$17,849,392.39</td>
<td>$18,690,637.82</td>
<td>$19,552,621.63</td>
<td>$20,553,267.71</td>
<td>$21,584,329.78</td>
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### Costs

<table>
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<tr>
<th></th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
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</thead>
<tbody>
<tr>
<td>Professional</td>
<td>$4,745,482.00</td>
<td>$4,826,155.19</td>
<td>$4,908,199.83</td>
<td>$4,991,639.23</td>
<td>$5,076,479.10</td>
<td>$5,162,797.55</td>
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<tr>
<td>Classified</td>
<td>$2,952,424.00</td>
<td>$3,011,472.48</td>
<td>$3,071,701.93</td>
<td>$3,133,135.97</td>
<td>$3,195,798.69</td>
<td>$3,259,714.66</td>
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<tr>
<td>Temporary</td>
<td>$2,963,221.00</td>
<td>$3,069,896.96</td>
<td>$3,131,294.90</td>
<td>$3,193,920.79</td>
<td>$3,257,799.21</td>
<td>$3,322,955.19</td>
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<tr>
<td>GSA</td>
<td>$120,135.00</td>
<td>$122,537.70</td>
<td>$124,988.45</td>
<td>$127,488.22</td>
<td>$130,037.99</td>
<td>$132,638.75</td>
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<tr>
<td>Other Salaries</td>
<td>$261,510.00</td>
<td>$264,125.10</td>
<td>$266,766.35</td>
<td>$269,434.01</td>
<td>$272,128.35</td>
<td>$274,849.64</td>
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<tr>
<td>Benefits</td>
<td>$3,519,102.02</td>
<td>$3,536,697.51</td>
<td>$3,554,381.00</td>
<td>$3,572,152.90</td>
<td>$3,590,013.67</td>
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<tr>
<td>Operations (non-salary costs)</td>
<td>$2,538,466.00</td>
<td>$2,563,850.66</td>
<td>$2,589,489.17</td>
<td>$2,615,384.06</td>
<td>$2,641,537.90</td>
<td>$2,667,953.28</td>
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<tr>
<td>Capital Projects/maintenance</td>
<td>$168,000.00</td>
<td>$176,400.00</td>
<td>$185,220.00</td>
<td>$194,481.00</td>
<td>$204,205.05</td>
<td>$214,415.30</td>
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<tr>
<td>Total</td>
<td>$17,268,340.00</td>
<td>$17,571,135.60</td>
<td>$17,832,041.63</td>
<td>$18,097,636.19</td>
<td>$18,368,017.95</td>
<td>$18,643,288.10</td>
</tr>
</tbody>
</table>

### Net Spending

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Spending</td>
<td>-$238,783.17</td>
<td>$581,052.39</td>
<td>$1,422,297.82</td>
<td>$2,284,281.63</td>
<td>$3,284,927.71</td>
<td>$4,315,989.78</td>
<td></td>
</tr>
<tr>
<td>Hall Health Deficit Spending</td>
<td>-$400,000.00</td>
<td>-$960,000.00</td>
<td>-$2,304,000.00</td>
<td>-$5,529,600.00</td>
<td></td>
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<tr>
<td>Net Total</td>
<td>-$638,783.17</td>
<td>-$378,947.61</td>
<td>-$881,702.18</td>
<td>-$3,245,318.37</td>
<td>$3,284,927.71</td>
<td>$4,315,989.78</td>
<td></td>
</tr>
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</table>

SAF Reserves: $8,000,000 Approx.  
HHC Reserves: $6,700,000 Approx.
Key Implications

● Currently this model allows little for new programs and positions.
● The Hall Health Budget will put a significant impact on the total budget of SAF.
● The HHC deficit is likely to continue to grow due to additional salary costs not currently covered by SAF.
● Not accounting for the Hall Health deficit, there will eventually be significant room for added services.
● Not addressing growing deficit spending will result in a significant hit to HHC and SAF reserves.
How did we get here?

- 2016 miss-allocation due to the fee being tied to tuition.
- Increased salary costs for medical professionals
- Increased costs for medical operations, especially the use of UW Medicine’s Electronic Health Records.
The steps we have taken

- Cuts across the board bringing our deficit from $1M to 500k.
- Limiting deficit spending in years after cuts.
- Pushed to decouple SAF from tuition.
- Units have made efforts to increase revenues.
What students are asking for

- Increased access to counseling resources.
- Increased sexual assault prevention resources.
- More resources for disabled students.
- More resources for students of diverse communities.
- Increased assistance for student parents.
- Increased access to low cost health care for students.
Behavioral Health is an issue we can all get behind...

But we have limited resources to address it.
What Can We Do?

We are at a point where we need to take a hard look at what is funded by SAF. In the end, there are essentially no program that are worth cutting all together. Yet, there are some things SAF funds that are not traditionally funded through student fees.

Key Facts:

Most on campus health centers are funded by the state. The same goes for mental health resources. Currently, HHC student funding goes mostly towards subsidizing health infrastructure, and provides little service that is unique to UW students.
What Can FCSA Do?

FCSA, in cooperation with ASUW, GPSS, and SAF could be instrumental in starting the push at the administrative level for a solution. First we have to figure out the best option for relieving budgets and providing the needed increase in student services.
The Options Currently Considered

New Health Fee

This option would likely require a legislative solution but would certainly help relieve the budgets and more. But it would be an increase in costs to students and would likely be very difficult to implement.

Transition Funding

Transitioning funding of HHC or the Counseling Center to the general fund would be a drastic budget relief, allowing a large increase in funding for new behavioral health services and other needs within the SAF budget. This would also limit fee hikes.

Student Health Insurance

The Student Health Insurance Plan (SHIP) can provide more funding to HHC through greater reimbursements. An “opt-out” model is a potential method for providing financially sustainable health insurance without any additional cost to students. However, this method may not cover the entire need and would require a lot of new infrastructure. This option is currently being investigated by the Student Council on Insurance.
Questions?
AFFORDABLE HOUSING FOR UW STUDENTS

PRESENTATION TO THE FACULTY COMMITTEE ON STUDENT AFFAIRS
TUESDAY, JANUARY 8, 2019

Contact information:

PAMELA J. SCHREIBER
Assistant Vice President for Student Life
Executive Director, Housing & Food Services
HFS Central Office, Terry Hall, Box 355602
1045 NE Campus Pkwy, Seattle, WA 98195
206.543.9937 / mobile 206.450.8639 / fax 206.616.8571
pschreib@uw.edu / hfs.washington.edu
COMMITTEE’S KEY QUESTIONS

> Is there an overarching group or unit looking at affordable housing?
> What efforts have been made to date?
> What can FCSA do to help?
One of the first and most often misunderstood facts is that HFS is a University department; staff are University employees; and the Department adheres to all University policies, rules and expectations.

**HFS is a University department whose primary mission is to support student success.**

HFS exists to provide students with housing accommodations that meet their needs; provides community; supports their academic success, leadership development and social connections; and facilitates campus engagement.

Because HFS is a University department, we can work seamlessly with other departments to carry out this mission. These working relationships include other departments such as the Counseling Center, Academic Advisors, Student Activities, Disability Resources for Students, the College of Engineering, the School of Public Health, and on and on!
Here is another way of looking at how HFS delivers on its mission to students.

We house over 10,000 students and, in some cases, their family members. It is a diverse community with many opportunities for social and community interactions. It’s like a small city!

Check out this list of reasons why living on campus is a good value:

Students are provided a safe, clean and sustainable place to live:
• Buildings have 24-hour access control.
• Staff are available to residents 24 hours a day.
• Buildings are cleaned and maintained by full-time staff; weekend custodial is also provided.
• All new buildings are LEED certified and include many sustainability features.
• Staff, including UWPD, tour the buildings every evening.
• HFS has protocols for responding to emergencies, including relocation of residents when an issue occurs.
• The “landlord” is the University so students always have a defined process if they have a grievance and/or an appeal.

Convenience for students:
• All utilities are provided, including high-speed internet, trash removal, water/sewer, electricity, common area cleaning and maintenance. Residents do not have to pay “set-up” fees for these services.
• Each student is responsible for their rent but not the rent of roommates.
• Students are not responsible for finding a roommate if theirs moves out.
• Financial aid can be applied directly to housing and dining charges.
• Nine-month agreements are best for students who will leave for the summer term. Agreements can be canceled if a student leaves school, studies abroad or does an out-of-area internship.
• Campus residence halls and apartment communities are located convenient to campus and served by robust bus lines.
• Halls open during academic term breaks do not cost more than those not open.

The Residential Life program provides support to students and opportunities to learn:
• Social programs and other efforts help students connect and develop friendships.
• There are many opportunities for students to take on leadership roles within on-campus housing such as being an RA or serving on Hall Council, RCSA, BAC and RPB and REP; these opportunities lead to more leadership roles and other “resume builders.”
• Residential Life staff intervene and support students who experience physical or mental health concerns.
• Residential Life supports academic success through programs and creating a living environment that is conducive to study.
• Residential Life staff are available to assist with roommate concerns and to facilitate a room change if necessary.

Other benefits:
• Students on a level 1 and higher dining plan receive a complimentary beverage at residential dining centers.
• HFS offers hundreds of part-time jobs to students who are interested in working at an on-campus job that considers their academic schedule when scheduling work.
• Community amenities such as classrooms, Alder Commons, Fitness Center West, Area 01 and the MILL are all included in rent and available for recreation, socializing, studying, group work, meetings and programs.
WHO WE HOUSE

> Freshmen living on campus: 72.7% (5,188 applicants out of 7,141 enrolled)
> Transfer students living on campus: 19.5% (305 students out of 1,566 enrolled)
> Resident retention (based on spring quarter capacities): 42.6% (3,610 returners)
> Total applications for HFS housing (before cancellations): 126% of capacity (11,904 for 9,444 spaces)

<table>
<thead>
<tr>
<th>Housing Population by Class</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>55.4%</td>
</tr>
<tr>
<td>Sophomore</td>
<td>16.2%</td>
</tr>
<tr>
<td>Junior</td>
<td>14.3%</td>
</tr>
<tr>
<td>Senior</td>
<td>9.7%</td>
</tr>
<tr>
<td>Grad/Prof</td>
<td>4.1%</td>
</tr>
<tr>
<td>Post Bac/NM</td>
<td>0.3%</td>
</tr>
<tr>
<td></td>
<td>100.0%</td>
</tr>
</tbody>
</table>
HFS is a University of Washington department just like the Chemistry Department or Student Activities. However, our status as a (financially) self-sustaining auxiliary is different from most other departments. This status has a significant impact on how we manage the Department, the way we do things and what is required of us.

Many (but not all) other college/university housing and residential life programs have the same status.

Auxiliary by definition is "providing supplementary help and support." As such, the term is used in the university world to identify units that support the academic mission. Appropriately, since HFS does not support every student in the University, it is required to be self-sustaining, meaning it operates without outside assistance (i.e., state funding) and the services provided are paid for by those who directly benefit from them (residents, customers, guests).

- HFS does not receive any financial support from the University or State and, as a result, housing and dining costs are not subsidized as is the case with tuition.
- HFS does not receive support from any funds other than what is generated by the operation.
- HFS earns revenue by selling goods and services to the University community,
specifically students who live in residence and dining customers. Examples of revenue sources for HFS are:

- Room
- Laundry
- Vending
- Food sales (dining plans, retail food sales, catering)
- Summer conferences and meeting room rentals

This status can make it difficult to understand our operational processes and decision making because, at times, we look and behave like a private company. But we are not!
Because HFS is a self-sustaining unit, the Department must buy almost all services/support received from other areas of the University. Examples include services such as food safety inspections and fire safety drills conducted by Environmental Health & Safety (a UW department), UW Police Department presence in the residence halls and apartment communities, and maintenance repairs provided by UW Facilities Services.

HFS chooses to embed many other services into the Department as a more cost-effective strategy. Examples include Human Resources specialists, Communications and Marketing professionals and an IT unit that supports all of the business systems needed by HFS to operate (such as the housing assignments system and the point-of-sale system).

Finally, HFS is responsible for taking care of all residence halls and apartment buildings it operates and must pay for construction of new residence halls/apartments. Even though HFS has borrowed money to construct new buildings, it is HFS’ responsibility to pay back these loans.
OTHER INTERESTING POINTS

- No residency requirement and students can cancel each quarter with no penalty; effective occupancy management is critical.
- Program goals and student/family/UW expectations result in costs not typically found in private sector.
- Rent is all-inclusive; rates structure includes minimal variation.
  - Difficult to compare
  - Creates equity and inclusion
- Budget development starts with expenses; rates are increased only to the extent needed to cover all financial obligations (operating expenses, debt service, required reserve balance, capital project reserve, etc.).
- Rate philosophy – Steady increase over time vs. significant increase in future years
- Definition of affordable?
  - Demand
HFS increases rental and dining rates only to the extent needed to meet all financial obligation. Unlike the private rental market, rate changes for on-campus housing and dining are not based on demand.

HFS seeks the lowest possible increase in rates. The rate changes vary over the years because of variables such as changes to minimum wage, benefit load, or the interest rate on University-issued construction loans.
In 2006, the Housing Master Plan was initiated by the then-President and Provost, Mark Emmert and Phyllis Wise. The plan was commissioned to address pent-up student demand; aging facilities; and inadequate student study, project and social resource spaces. In 2006-07, UW HFS was housing an additional 600 students in double rooms converted to triple rooms. Subsequent student surveys indicated a demand of 3,400 off-campus students who would like to live on campus if provided the types of housing and rental pricing shown in the surveys.

By 2006, most of the UW student housing was more than 50 years old, and facilities audits completed in 1995 and 2005 indicated the need to substantially renovate the buildings due to the degradation of most key building systems.

The residential education program in HFS was well conceived and well received by students, but the facilities did not have the kind of spaces needed to allow students the room for full academic exploration and growth.

During the completion of the master plan document and the design and completion of each residence, student feedback was at the forefront. All UW students were given the opportunity to participate in surveys about the plan, over 30 focus groups were convened, student leaders were provided information annually and residential students participated in building-specific design charrettes.

The West Campus portion of the master plan was completed in 2015 and represents about 60 percent of the overall plan. Three buildings in the North Campus were completed in September 2018 and a fourth will be completed in 2020. Approximately 3,000 new beds were added, student demand is high and student satisfaction is high as shown in post-occupancy surveys, focus groups and other quality-of-life surveys.
Building audit information clearly established a need to substantially renovate each of the older buildings. Taking no action would have resulted in increasingly frequent system failures; water, heat and electrical shutdowns; and customer dissatisfaction.

The development of the new student housing was driven by a least-cost model which resulted in lower rents. The chart above compares overall costs for renovating the existing buildings over multiple summers to address the audit deficiencies, renovating the buildings during a single event, and redeveloping by demolishing the old building and constructing a new one.

This slide illustrates the cost associated with three different strategies for addressing aging buildings:

1. The cost of the new building construction had been well established through actual experience in West Campus.
2. The cost to renovate in a single event was provided by a general contractor after a six-month forensic review and estimating exercise for the old Terry and old Lander Halls.
3. The cost to renovate over multiple summers was established by using the third-party building audit information.

The chart clearly shows that the least-cost option was redevelopment, which consequently results in the lowest rent. In addition to lowest cost, redevelopment also allowed HFS to construct room types and additional academic and social spaces preferred by students. Renovation would have prohibited the full realization of the amenities provided in West and North Campus.
The cost of construction is a key component in maintaining lower rents. As shown by this Stanford Benchmark data base, HFS is constructing the lowest-cost residence halls on the West Coast by a significant margin:

- The average cost to construct at the UW (prices adjusted to 2017) is $339 per square foot.
- The average price for the West Coast is $413 per square foot.
- When the UW is removed from the analysis, the average on the West Coast is $502.

The Stanford Benchmark Survey adjusts pricing to a specific year, in this case 2017, and levels the cost for variables that cause variation in different markets, i.e., the Los Angles area may have a higher cost to construct than Seattle.

While the cost is lower, the quality is not lower. The cost to operate a building also contributes to the rental rate. Careful choices were made on the UW projects to ensure appropriate life-cycle costs and energy-conserving systems.
Each year HFS conducts a survey of the Pac-12 schools housing and dining rates. This chart shows rates for new double rooms with private baths and level 1 dining plans across the Pac-12.

The rates above are for room and board over a nine-month academic year (2018-19). These rates are not adjusted for market-related costs (i.e., private market rental rates in Pullman, Corvallis, Salt Lake City and Tucson are much lower than Seattle).

The combination of the correct development choices, low construction cost, life-cycle costs, and effectively managing operating expenses result in rental rates that are in the bottom one-third of the Pac-12.
HFS recognizes that financial need is addressed to the extent possible through the University’s financial aid processes. It is also recognized that not all students receive all the financial aid necessary to cover all attendance-related costs.

With that said, through the Housing Master Plan process HFS has been cognizant of and concerned about the impact of increased rental rates for new residence halls as compared to older buildings (for which the debt had been retired) on all students.

HFS does not have access to financial information (such as financial need) for its residents but acknowledges that there is a relationship between financial need and ethnicity due to long-term structural racism and bias. This chart displays data that compares the student resident population that lives in on-campus housing with that of the University.

### Census Day Demographics

*By Ethnicity - 9-Month, 12-Month and Family Housing*  
*Autumn 2012 - Autumn 2018*

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>African-American</td>
<td>2.4%</td>
<td>3.1%</td>
<td>2.9%</td>
<td>3.2%</td>
<td>3.2%</td>
<td>3.1%</td>
<td>3.3%</td>
</tr>
<tr>
<td>American-Indian</td>
<td>1.1%</td>
<td>1.3%</td>
<td>0.9%</td>
<td>1.3%</td>
<td>1.2%</td>
<td>1.3%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Asian</td>
<td>27.4%</td>
<td>22.3%</td>
<td>27.0%</td>
<td>22.5%</td>
<td>28.1%</td>
<td>22.7%</td>
<td>28.2%</td>
</tr>
<tr>
<td>Caucasian</td>
<td>38.8%</td>
<td>49.1%</td>
<td>38.7%</td>
<td>48.0%</td>
<td>36.6%</td>
<td>46.9%</td>
<td>36.1%</td>
</tr>
<tr>
<td>Hawaiian/Pacific Is.</td>
<td>1.1%</td>
<td>0.8%</td>
<td>1.1%</td>
<td>0.8%</td>
<td>1.1%</td>
<td>0.9%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>5.5%</td>
<td>6.2%</td>
<td>6.1%</td>
<td>6.4%</td>
<td>6.1%</td>
<td>6.5%</td>
<td>6.4%</td>
</tr>
<tr>
<td>International</td>
<td>22.7%</td>
<td>12.9%</td>
<td>22.2%</td>
<td>14.3%</td>
<td>22.1%</td>
<td>14.9%</td>
<td>22.8%</td>
</tr>
<tr>
<td>N/I/Other</td>
<td>1.2%</td>
<td>4.4%</td>
<td>1.5%</td>
<td>3.5%</td>
<td>1.6%</td>
<td>3.5%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
Even though the cost of the new buildings was managed to keep rental rates low, HFS worked diligently with the Associated Students of the University of Washington (ASUW) and the Residential Community Student Association (RCSA) to seek additional opportunities for lower rates. While the double room with a private bath remains the dominant unit type based on student preference, the addition of double rooms with group bathrooms, designed triple rooms and designed quadruple rooms allow for rents that are lower than the double room with private bath.

The chart above uses the double room with private bath as the baseline ($0 rent per month per student). In comparison:

- Studio apartments and single rooms with private baths cost approximately $212 and $190 more per month per student.
- Doubles with shared bath, triples with private bath and quadruples with private baths cost approximately $106, $160 and $267 less per month per student, respectively.

An appropriate percentage of the lower-priced units were developed in the North Campus housing area. The students choosing these lower-priced units do give up some privacy for lower cost but are still able to take advantage of the student amenities in the entire residential system.
COMMITTEE’S KEY QUESTIONS

> Is there an overarching group or unit looking at affordable housing?
> What efforts have been made to date?
> What can FCSA do to help?
HFS must adhere to all University policies and procedures. This fact drives how and why we do many things associated with the program.

HFS must also adhere to all local, state and federal laws. For example, the minimum wage for the city of Seattle applies to HFS and impacts our financials significantly. HFS is accountable for all federal laws that apply to higher education.

HFS adheres to all ethical standards set forth by the State and the University but also those outlined by professional organizations for practices associated with (for example) student privacy, accounting, use of resources and relationships with vendors.

HFS is a member of the Association of College and University Housing Officers-International, and the National Association of College and University Food Services, professional organizations that help to define best practices. Other such organizations provide “best practices” around things such as emergency response, recruitment and hiring, and contracts.

HFS attempts to hire the most experienced and qualified staff possible.

HFS staff use research and other credible resources to inform program development, decision making, operational practices, and policy implementation (i.e., factors that lead to student success).

Finally, HFS is impacted by institutional priorities, history, past practices, past successes and failures, and leadership directives.