

# Creating and Implementing A Comprehensive, Sustainable Student Housing Master Plan

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## Presenters:

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ARCHITECTURE  
PLANNING  
INTERIOR DESIGN

## Agenda

- **Student Housing Overview**
- **Creating a Comprehensive, Sustainable Plan**
- **Successful Plan Implementation: Case Study & Impact**
- **Discussion**



# Students and Families Today

## Today's Student

- Special and Entitled
- Sheltered
- Confident
- Time-oriented
- Conventional
- Pressured and Achieving
- See and Be Seen
- Diverse

## Services Delivery Expectations

- Instant Gratification – 24/7
- Technologically Immersed
- One-stop
- Community Building
  - Nurturing
  - Social
  - Safe
  - Individualized
- Academically Supportive
- Orderliness
- All the Comforts of Home

## The Need for a Housing Master Plan

- Existing Facilities are Outdated
- Integrate Housing with Master Plan
- Opportunity to Create Living/Learning Environments That Will Attract/Retain Students and Enhance Learning Outcomes
- Enhance Your Competition Context

## Housing Planning Issues:

- **Options and Choices Throughout the Educational Continuum**
  - Academic
  - Non-academic
  - Traditional, Suite, and Apartment Style
  - Outdoor Amenities
- **Expectations**
  - Affordable
  - Flexible
  - Embedded Technology
  - Sustainable Vision

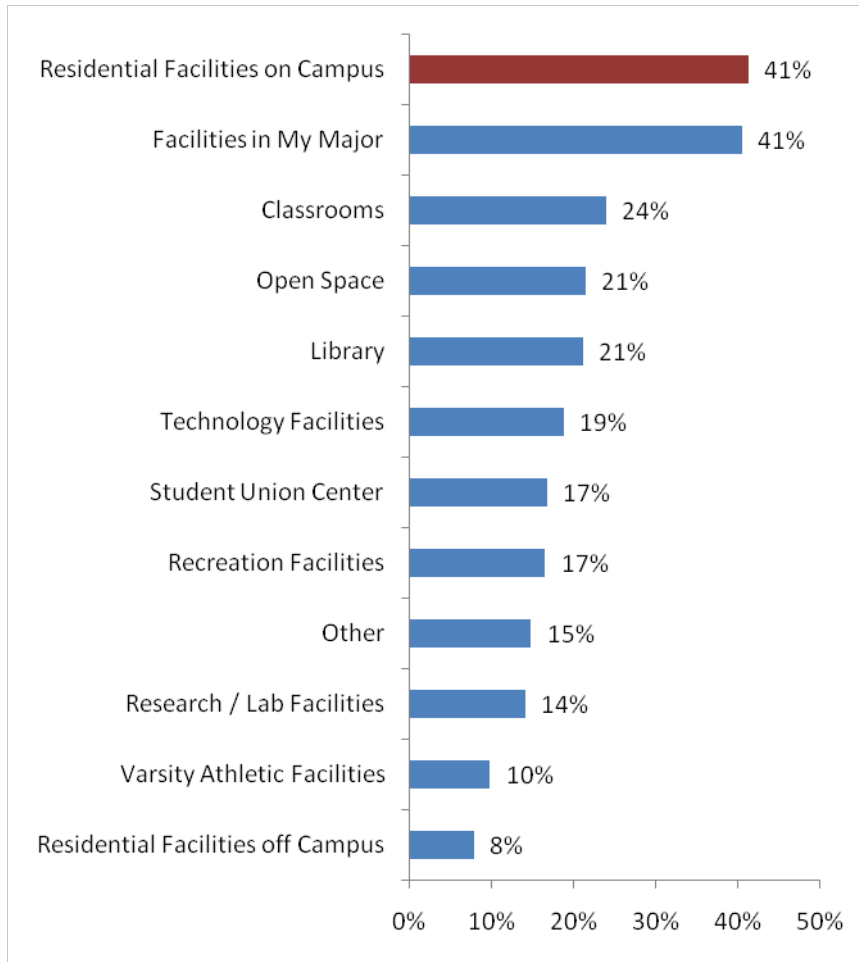


## Housing Planning Issues

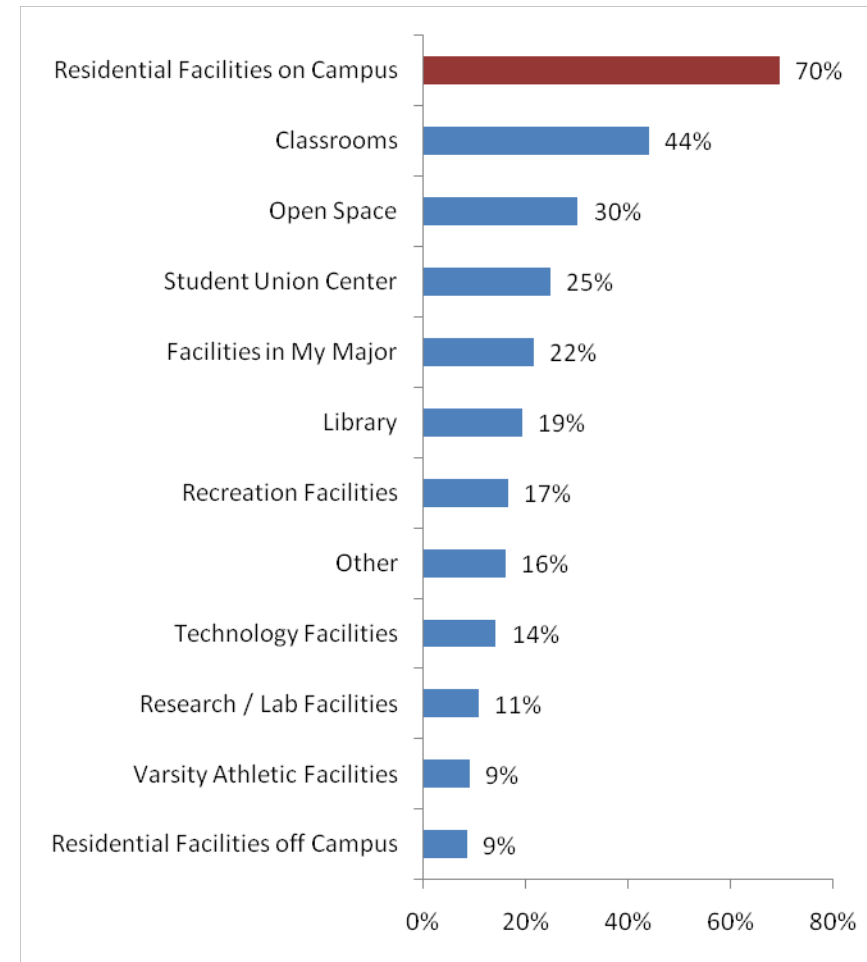
- **Implement Phased Master Plan with Vision, Research, Surveys, and Best Practices**
- **Manage Bed Count Requirements**
- **Coordinate Planning and Infrastructure Needs**
- **Regularly Monitor Plan**
- **Manage Evolving Implementation**



## Inadequate Facilities at Rejected Institutions



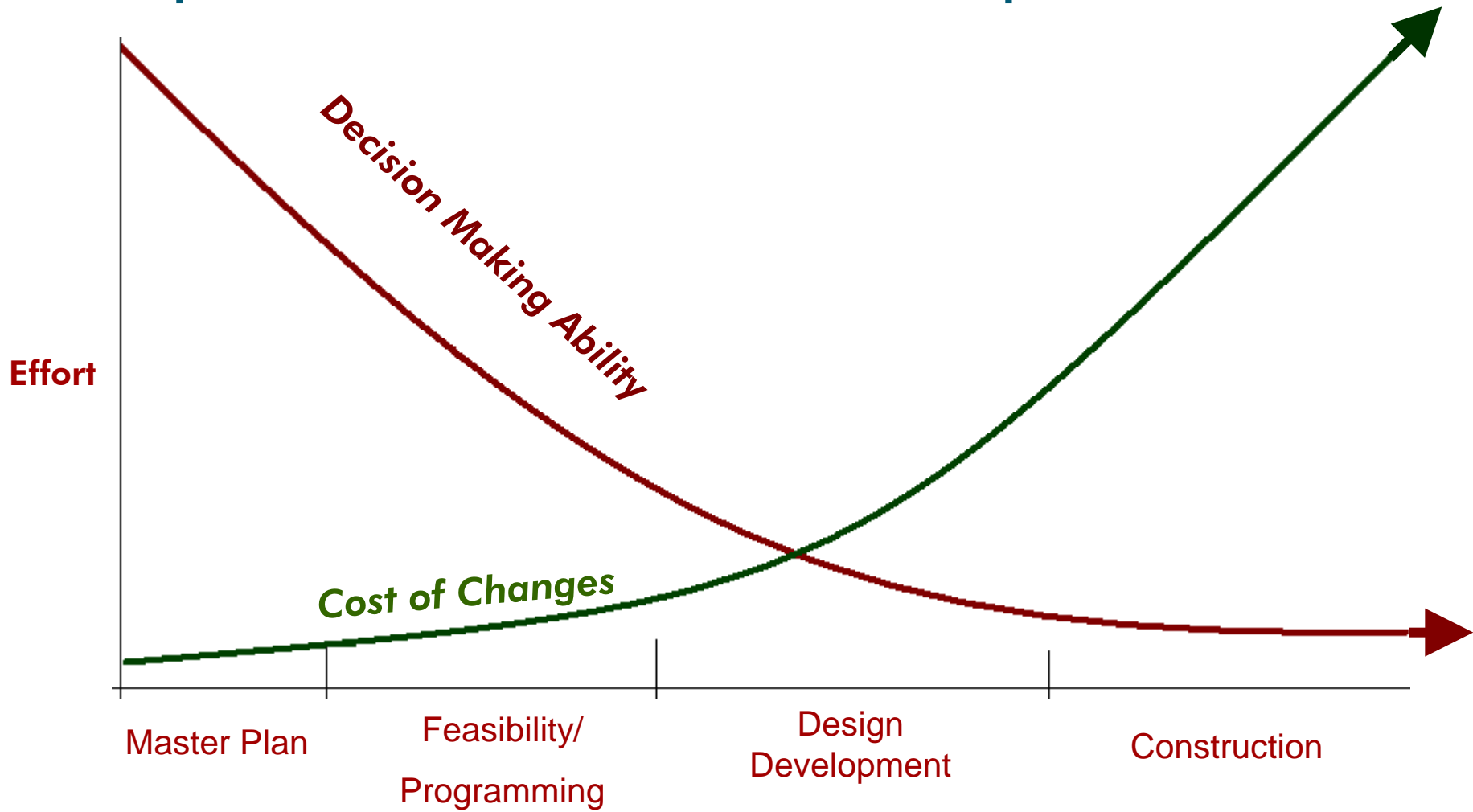
## Poorly Maintained Facilities at Rejected Institutions



Source: *The impact on facilities on recruitment and retention of students – Reynolds, et al*

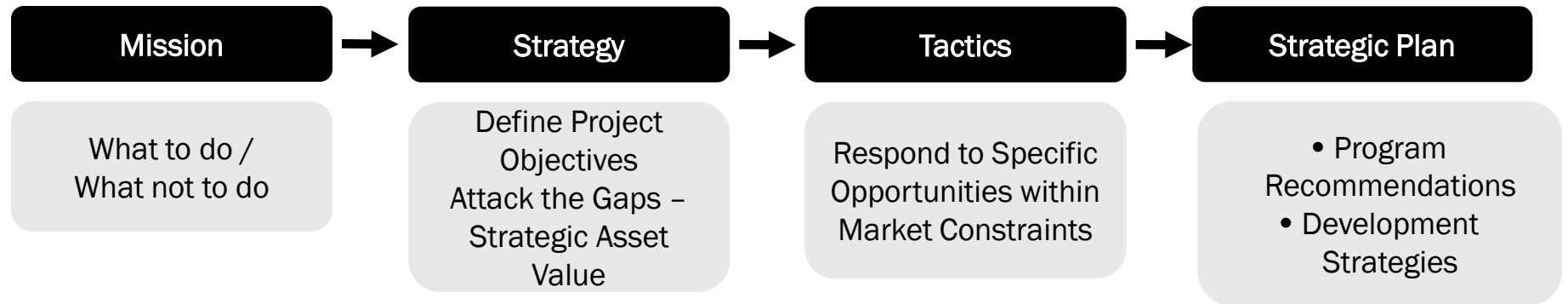


# Importance of the Plan – “The Road Map”





## Mission Driven Process



### Mission

The Department of Residence Life creates a safe and clean environment facilitating the development of a community that provides the opportunity for individual growth and the pursuit of academic excellence.

## Strategic Asset Value Analysis

“ All of the Project’s objectives must be expressed in specific terms that demonstrate their relevance to furthering the school’s *mission*, reinforcing *campus values*, responding to institutional *commitments and responsibilities*, and improving the school’s *competitive position in the market*.”



Strategic Asset Value Analysis  
Educational Outcomes  
Enrollment Management  
Campus Community  
Financial Performance



*How important are these outcomes?*

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*How effective are existing student life facilities and programs?*

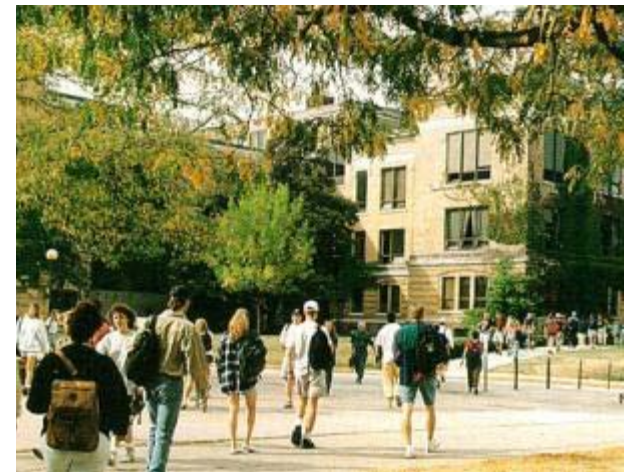
# Creating Living-Learning Environments

- **More Square Feet per Student**
- **More Technology**
- **Greater Cost**



## Comprehensive Approach

- **Housing Master Process/Services:**
  - **RFP/Selection of Planning Team**
  - **Assess/Analyze Physical Context & Programs**
  - **Research Student Life Best Practices**
  - **Analyze Peer and Aspiring Schools**
  - **Conduct Focus Groups/Surveys**
  - **Develop Vision/Goals**



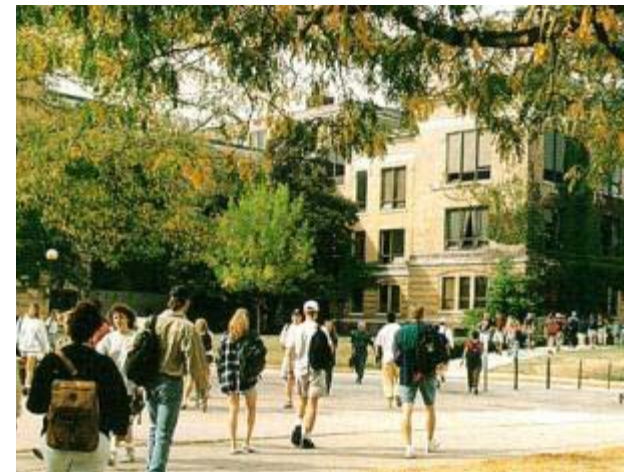
## Comprehensive Approach

- **Housing Master Process/Services:**
  - **Develop/Test Flexible & “Sustainable” Strategies and Concept Options:**  
**People/Programs/Facilities/  
Operations/Finances**
  - **Integrate with Master Plan**
  - **Select/Refine Preferred Flexible Strategy**
  - **Generate Phased Plan with Proformas**
  - **Evaluate/Test Implementation Options**
  - **Evaluate/Test Funding Options**



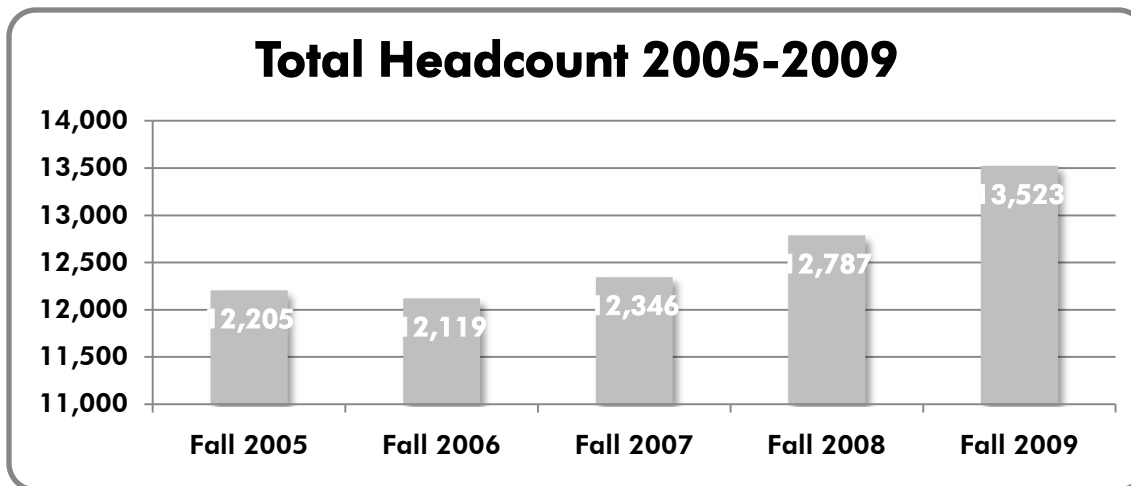
## Comprehensive Approach

- **Engagement:**
  - **Core Committee: Decision Makers**
  - **Advisory Committees: Input/Consensus**
  - **Establish/Manage Planning Schedule**
- **Implementation:**
  - **Public Procurement**
  - **Private Procurement**
  - **Developer or Design/Build Partnerships**
  - **Other Options? Fusion with Other Projects?**



## Market Analysis

- Review Document and Data Materials
- Tour of Campus and Landholdings
- Demographic Analysis
- Conduct Administrator / Stakeholder Interviews
- Conduct Student Focus Groups



# Market Analysis

- **Off-campus Market Analysis**
- **Peer Institution Analysis**
- **Survey Implementation and Analysis**
- **Housing Demand Model**



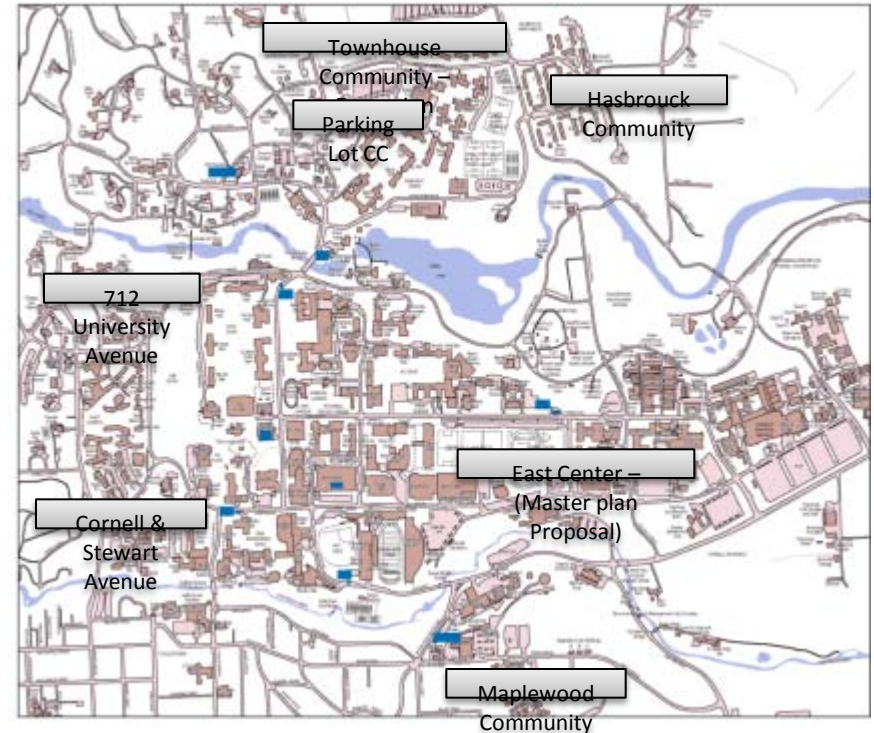
Unit Type	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Traditional	293	296	299	302	305	308
2 Person Semi Suite	457	462	466	471	476	480
4 Person Semi Suite	146	148	149	151	152	154
4 Person Semi Suite	110	111	112	113	114	115
2 Person Semi Suite	399	403	407	411	415	419
2 Person Suite	136	137	138	140	141	142
4 Person Suite	211	213	215	217	220	222
2 Person Suite	317	320	324	327	330	333
4 Person Suite	384	388	392	396	400	404
2 Bedroom Apt.	164	166	167	169	171	172
4 Bedroom Apt.	124	125	127	128	129	130
<b>Total Demand</b>	<b>2,741</b>	<b>2,769</b>	<b>2,796</b>	<b>2,824</b>	<b>2,852</b>	<b>2,881</b>
<b>Existing Beds on Campus</b>	<b>2,291</b>	<b>2,291</b>	<b>2,291</b>	<b>2,291</b>	<b>2,291</b>	<b>2,291</b>
<b>Surplus/(Deficit)</b>	<b>(450)</b>	<b>(478)</b>	<b>(505)</b>	<b>(533)</b>	<b>(561)</b>	<b>(590)</b>





# Strategies and Concept Option Development

- **Programming**
- **Assessment of Physical Context**
- **Site Analysis/Options**
- **Phasing and Implementation Strategies**
- **Preliminary Capital Budget Development**
- **Financing Strategies**



## Strategies and Concept Option Development

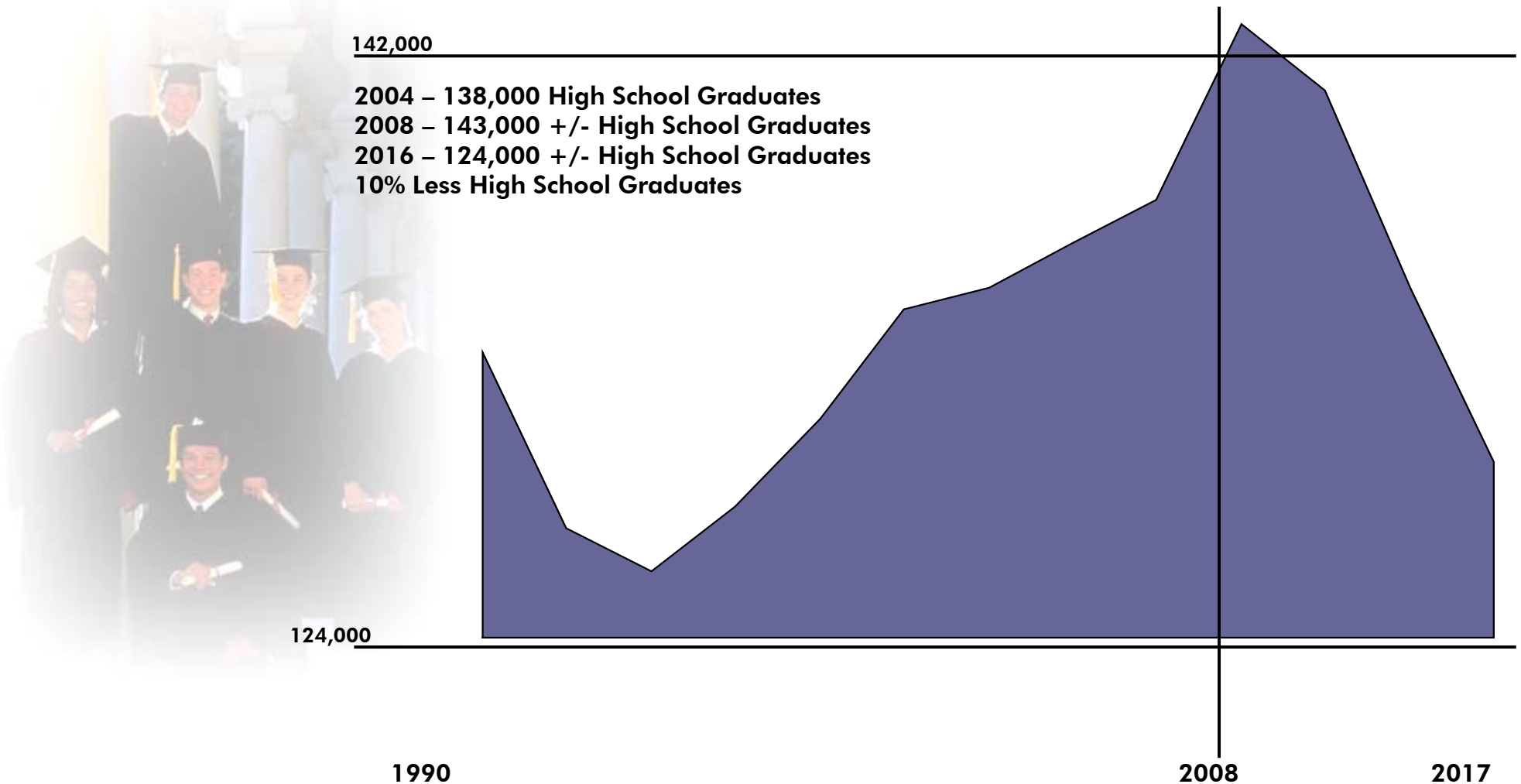
- **Review of Financial Statements**
- **Capital Costs**
- **Revenues/Expenses**
- **Debt/Debt Service Reserve**
- **30 Year Operating Pro Forma/  
Debt Capacity**
- **Detailed Modeling/Scenarios**
- **Built-in Phasing**
- **Other Financing Options**



# Pennsylvania State System of Higher Education and Indiana University of PA



# Pennsylvania High School Graduates: Actual and Projected 1990-2017



Source: College Board & PA SSHE



## Project Goals

- **Integrate Housing Programs with Academic Mission**
- **Maximize Affordability/ Amenities/Privacy**
- **Balance Financial Feasibility/ Viability/Sustainability**
- **Attract/Retain Top Students**
- **Green or LEED Focus**





2 Person Shared Semi-Suite  
183 Sq.Ft./Bed  
\$2,900 +/- Semester/Bed



2 Person Private Semi-Suite  
209 Sq.Ft./Bed  
\$3,100 +/- Semester/Bed



1 Person Private Semi-Suite  
338 Sq.Ft./Bed  
\$3,100 +/- Semester/Bed



4 or 2 Person Shared Suite  
242 Sq.Ft. or 434 Sq.Ft./Bed  
\$3,200 or \$3,400 +/- Semester/Bed

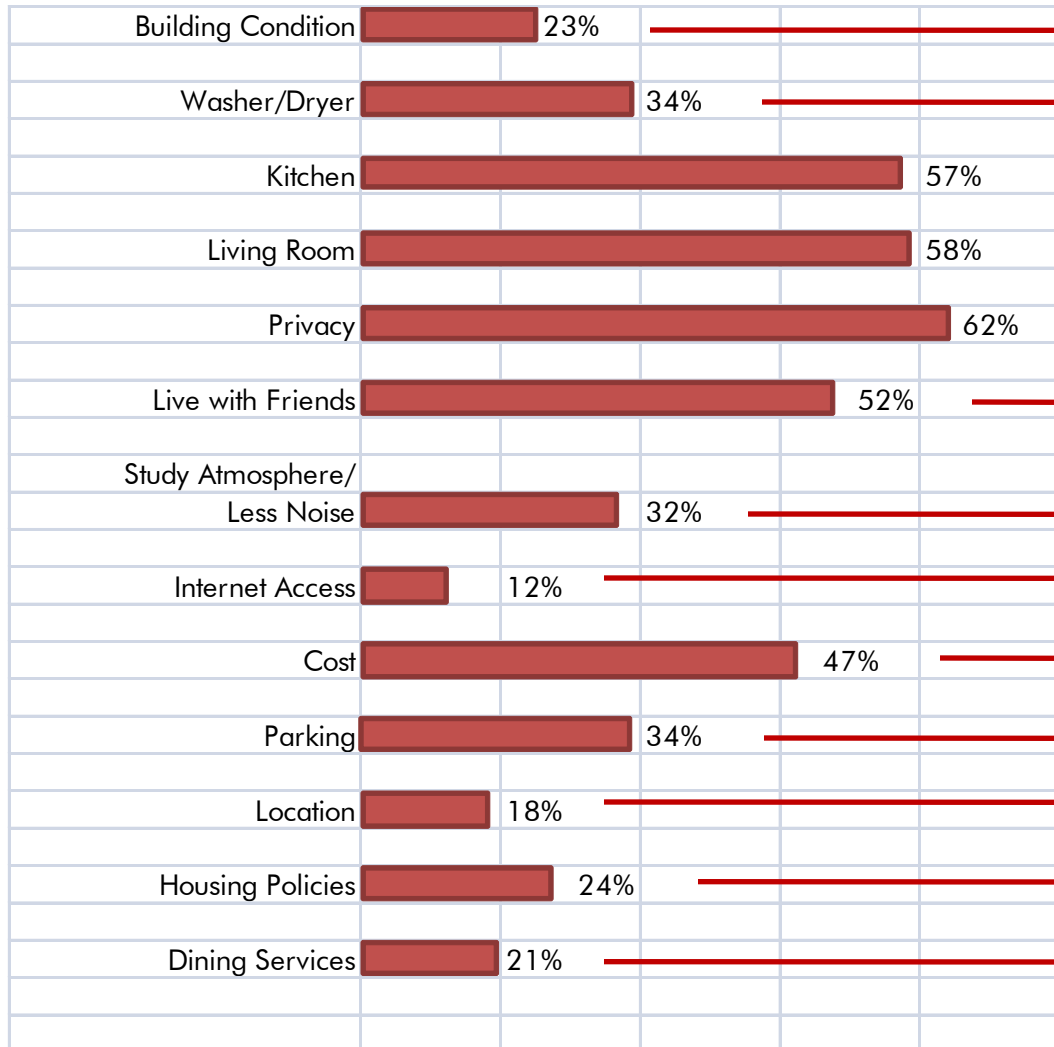


4 or 2 Person Suite  
287 or 434 Sq.Ft./Bed  
\$3,500 or \$3,700 +/- Semester/Bed



# Unit Options

## Key Student Life Issues



## Responses

**New LEED L/L Communities**

**Laundry per Wing (1:20 ratio)**

**Kitchenette / Kitchen Options**

**Living Room/ Dinette Options**

**57% Single Room Options**

**2 and 4-Person Options**

**Study Areas w/ Sound Attenuation**

**Included**

**Competitive Rents**

**Net Gain of Spaces**

**Adjacent to Academic Programs**

**Best Practices Implemented**

**Best Practices Implemented**



## Academic and Culturally Focused Living-Learning Community

- **Formal/Informal Faculty and Student Discussion Amenities: Forums, Advising Outreach, On-Site Tutoring, Study Groups, etc.**
- **Spaces and Activities that Enhance Interpersonal and Cultural Awareness: Performances, Exhibits and Displays!**
- **Residence Life Offices, Community Assistants (RAs), Residence Hall Council & Peer Mentor Program**





# Academic and Culturally Focused Living-Learning Community

## Common Areas Located Throughout the Facilities:

- Multipurpose Rooms
- Social and Study Lounges
- Kitchen/Dining Areas
- Laundry Areas
- Recreational Spaces
- Unique Amenities That Support Each Community
- Outdoor Amenities:  
Courtyards/Porches/Patios/Performance/Rec Venues



# Academic and Culturally Focused Living-Learning Community

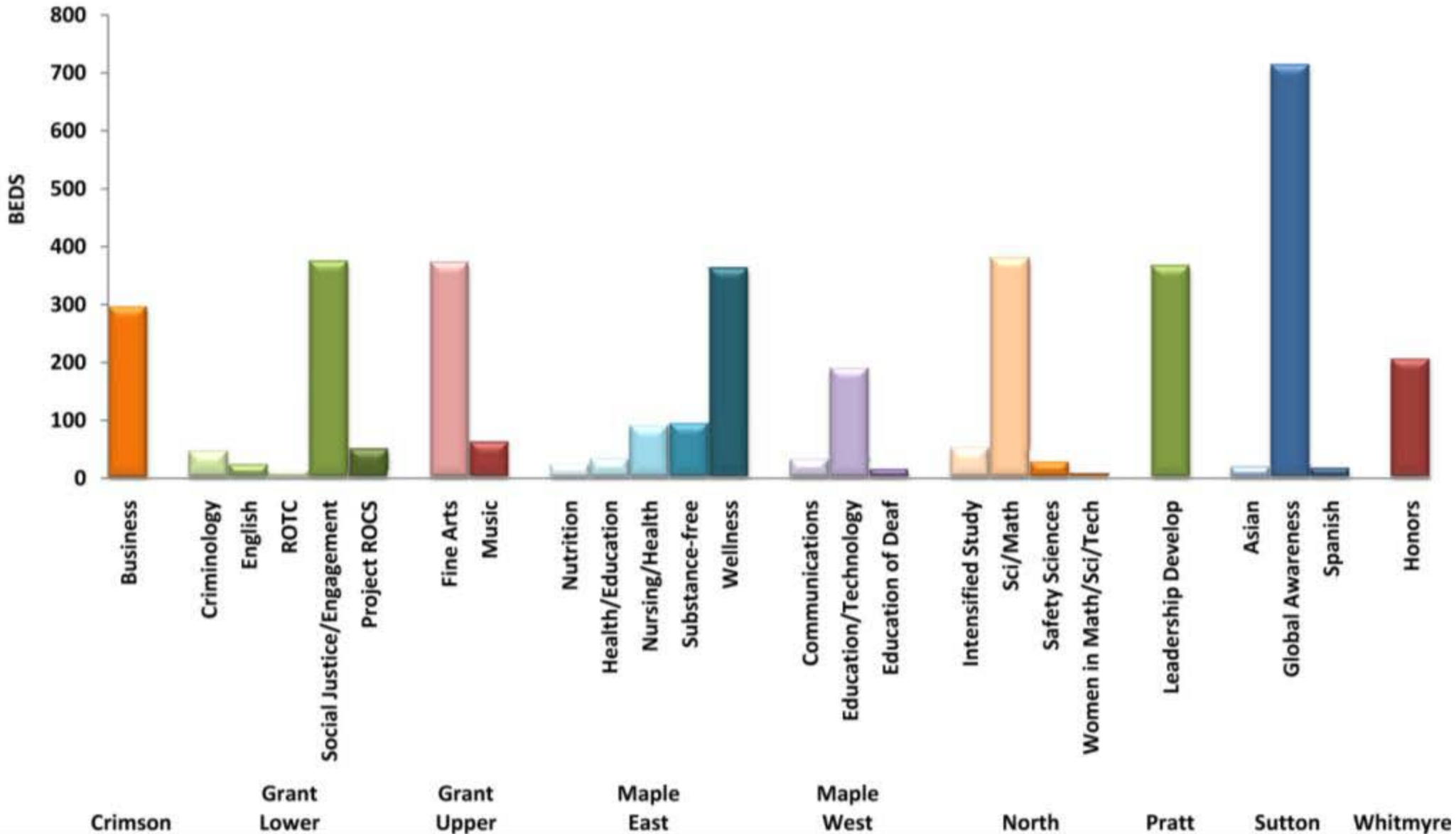
## Support Services Located on Lower Floors:

- Residence Life Offices
- Health Wellness Center
- IT Support Center
- Social Equity and Civic Engagement
- African American Cultural Center
- International Affairs
- John P. Murtha Institute for Homeland Security
- Applied Research Lab
- Advising/Testing, Development Studies



# IUP Enrollment: 14,600

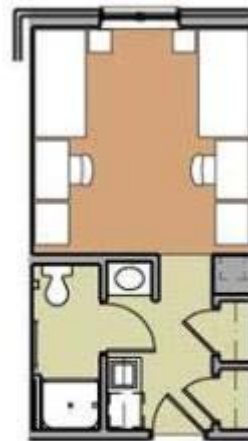
## Total Living/Learning Beds: 3,823 or 89%



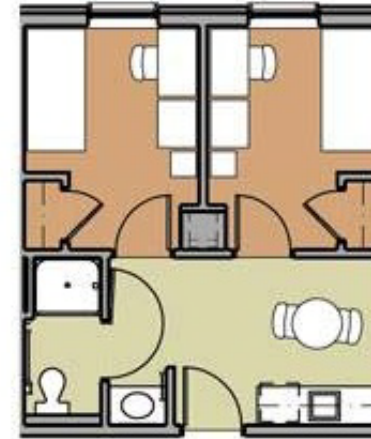
Program

## Proposed Unit Mix

- **On-campus Occupancy: 4,000 Beds**
  - 49% Freshman or 1,980 Beds
  - 46% Upper-classmen or 1,820 Beds
  - 5% Honors College or 200 beds
- **Aligned with Student Housing Survey Results**
  - Mix of Singles and Doubles
  - Enhanced Amenities
  - 50% Demand Increase to Stay on Campus or Approximately 10,400 Beds



**UNIT A**  
2 PERSON SHARED  
SEMI SUITE  
25% of Units  
\$3,010/Semester



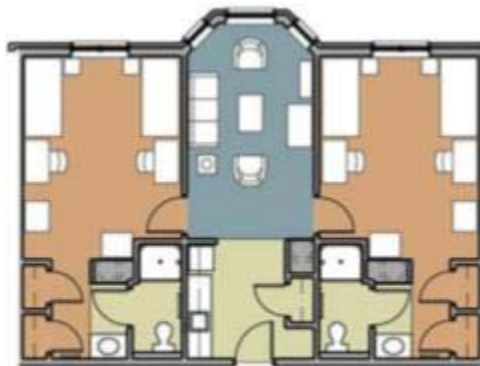
**UNIT B**  
2 PERSON PRIVATE  
SEMI SUITE  
37% of Units  
\$3,230/Semester



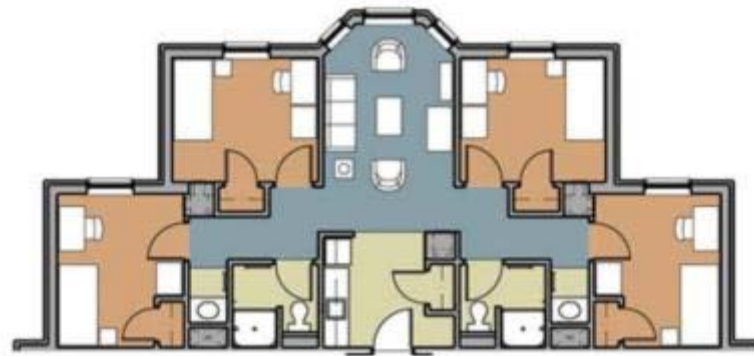
**UNIT C**  
2 PERSON  
SHARED SUITE  
3% of Units  
\$3,470/Semester

# Proposed Unit Mix: Replacement Beds

	<b>Beds</b>
<b>Residence Life Coordinator Apartment (two 1-bdrms)</b>	<b>.5%</b>
<b>1-Person Private Semi-Suite (1-bdrm)</b>	<b>1.4%</b>
<b>2-Person Shared Semi-Suite (1-bdrm)</b>	<b>30.3%</b>
<b>2-Person Private Semi-Suite (2-bdrms)</b>	<b>41.6%</b>
<b>2-Person Shared Suite (shared bdrm w/ living/dining rm)</b>	<b>1.1%</b>
<b>2-Person Private Suite (2-bdrms w/ living/dining rm)</b>	<b>6.0%</b>
<b>4-Person Private Suite (4-bdrms w/ living/dining rm)</b>	<b>12.4%</b>
<b><u>4-Person Shared Suite (2-shared bdrms w/ living/dining rm)</u></b>	<b><u>6.2%</u></b>
<b>Totals:</b>	<b>3,548</b>



**UNIT D**  
4 PERSON  
SHARED SUITE  
15% of Units  
\$3,290/Semester



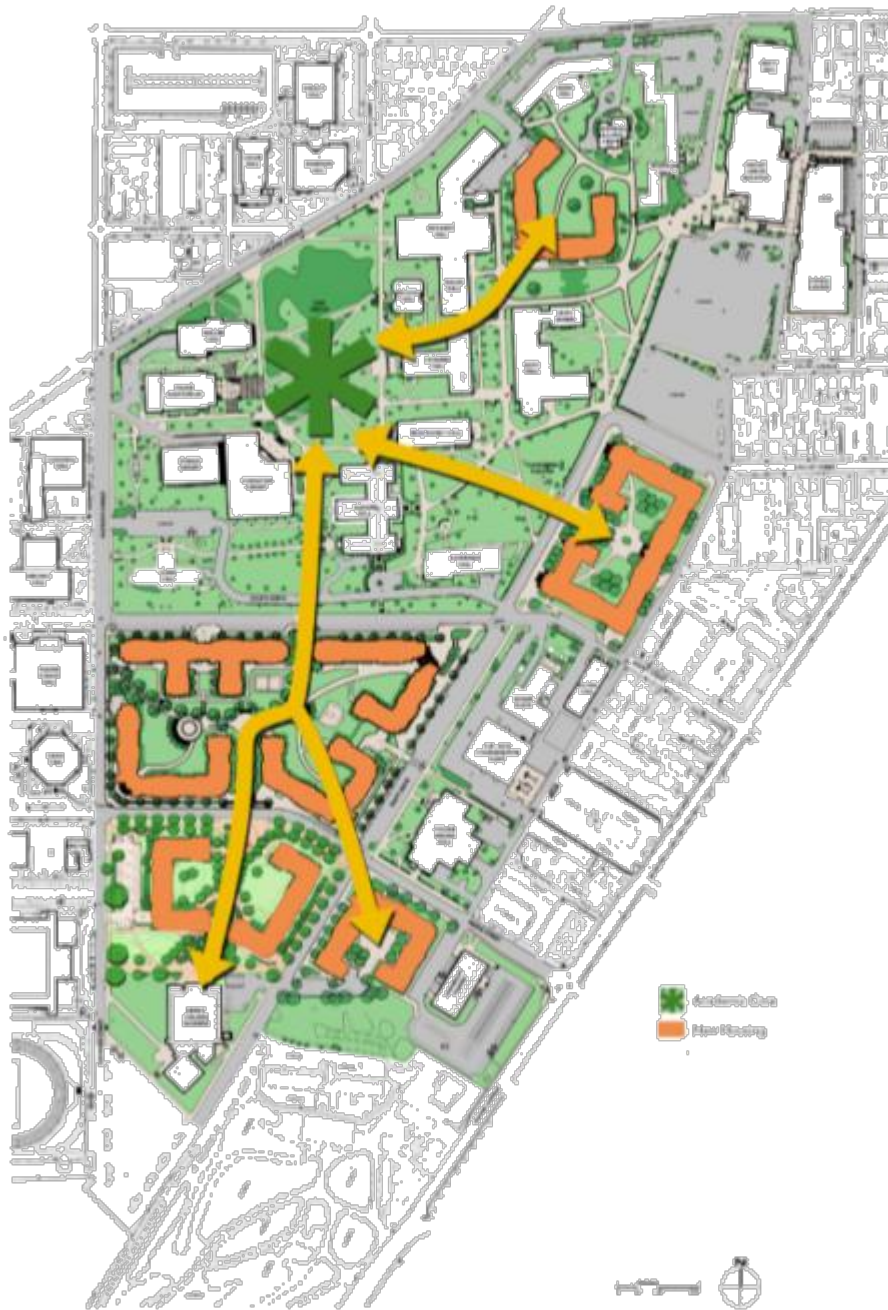
**UNIT E**  
4 PERSON  
PRIVATE SUITE  
8% of Units  
\$3,600/Semester



**UNIT G**  
2 PERSON PRIVATE  
SUITE/PRIVATE BATH  
9% of Units  
\$3,925/Semester

## Planning Concepts

- **New Construction Approved vs. Renovations with Similar Costs (Maintain Whitmyre)**
- **Academic/Residential Precincts**
- **Phased Construction to Maintain Bed Counts**
- **Stepped Building Entrances Link Courtyard Terraces**
- **Support Amenities at Lower Level**
- **Residential Promenade to Oak Grove w/ Outdoor Amenities**
- **Pedestrian Scale at Pratt Drive**
- **LEED Architectural Neighborhoods**



## An Academic and Culturally Focused Living/Learning Community

- **Spaces for Formal/Informal Faculty and Student Discussions: Forums, Advising Outreach, On-site Tutoring, Study Groups, etc.**
- **Amenity Spaces for Student Support Offices**
- **Student Interactions and Support Via Community Assistants (RAs), Residence Hall Council, and Pilot Peer Mentor Program**





Suites on Maple & N. Community



## Living/Learning Communities

- **Fine Arts**
- **Social Justice and Civic Engagement**
- **Wellness**
- **Leadership and Education**
- **Natural Sciences and Mathematics**
- **Business**
- **Global Awareness**
- **Honors College**
- **Crimson Connections/Common Hour**



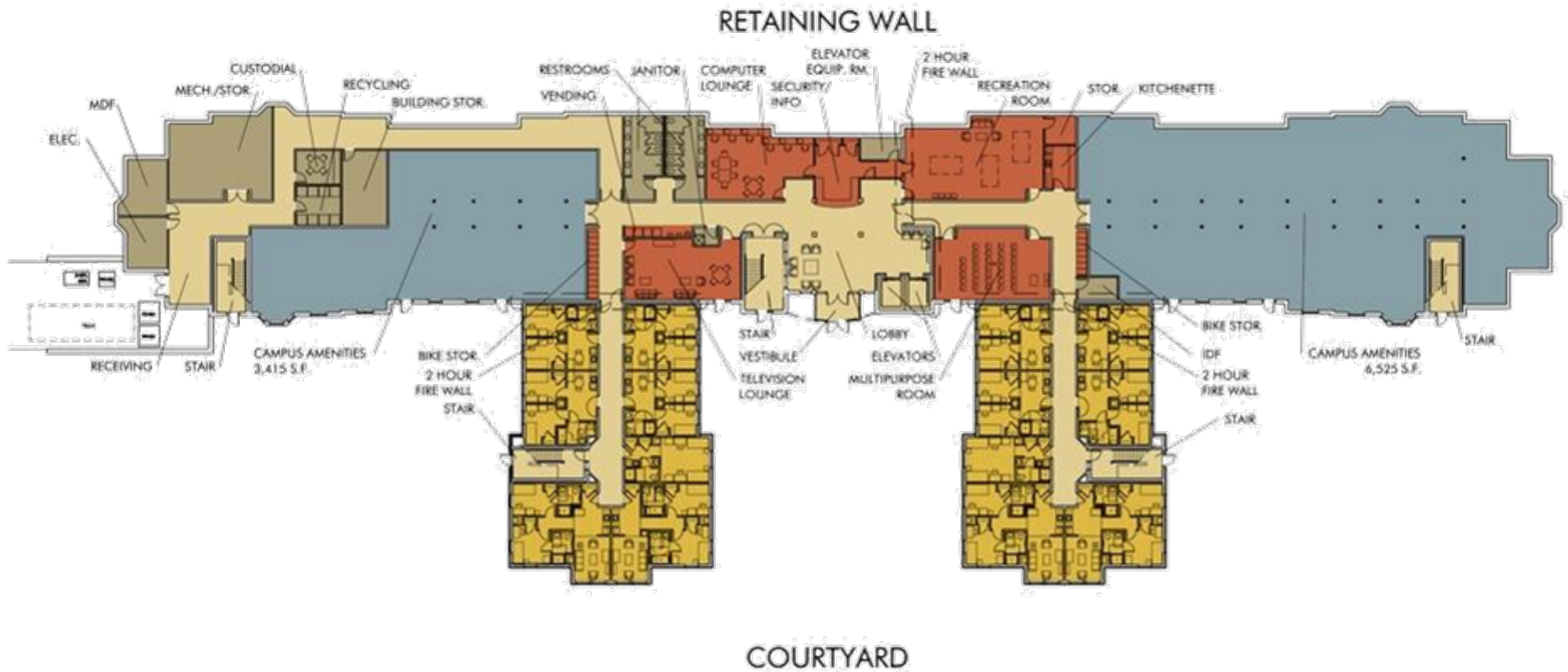
Suites on Pratt

## Living/Learning Communities

- **Continually Assess/Refine Impact of Living Learning Programs on Enrollment, Retention & Student Success**
- **Continually Assess/Refine Learning Outcomes and Responses to Academic Initiatives**



Governors Quad



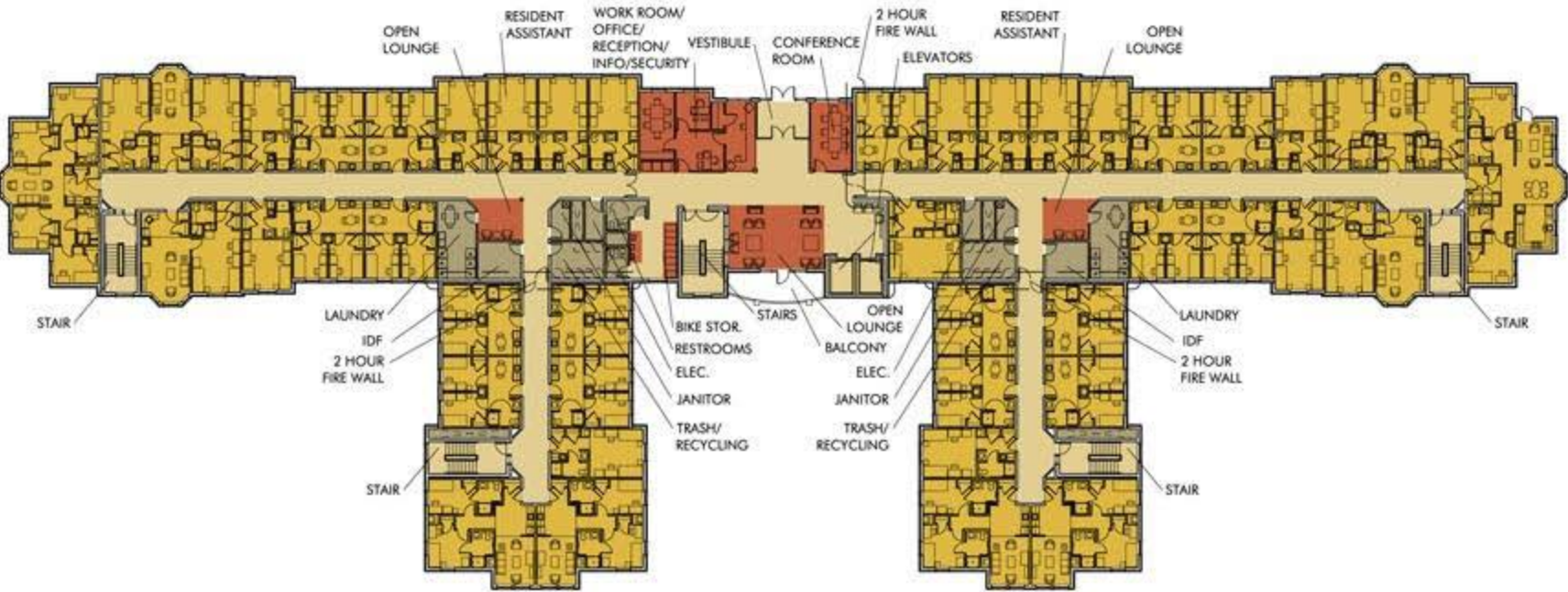
**A** BUILDING "A" GROUND FLOOR PLAN  
 SCALE: 1" = 30'-0"

0    15'    30'    60'

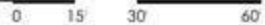
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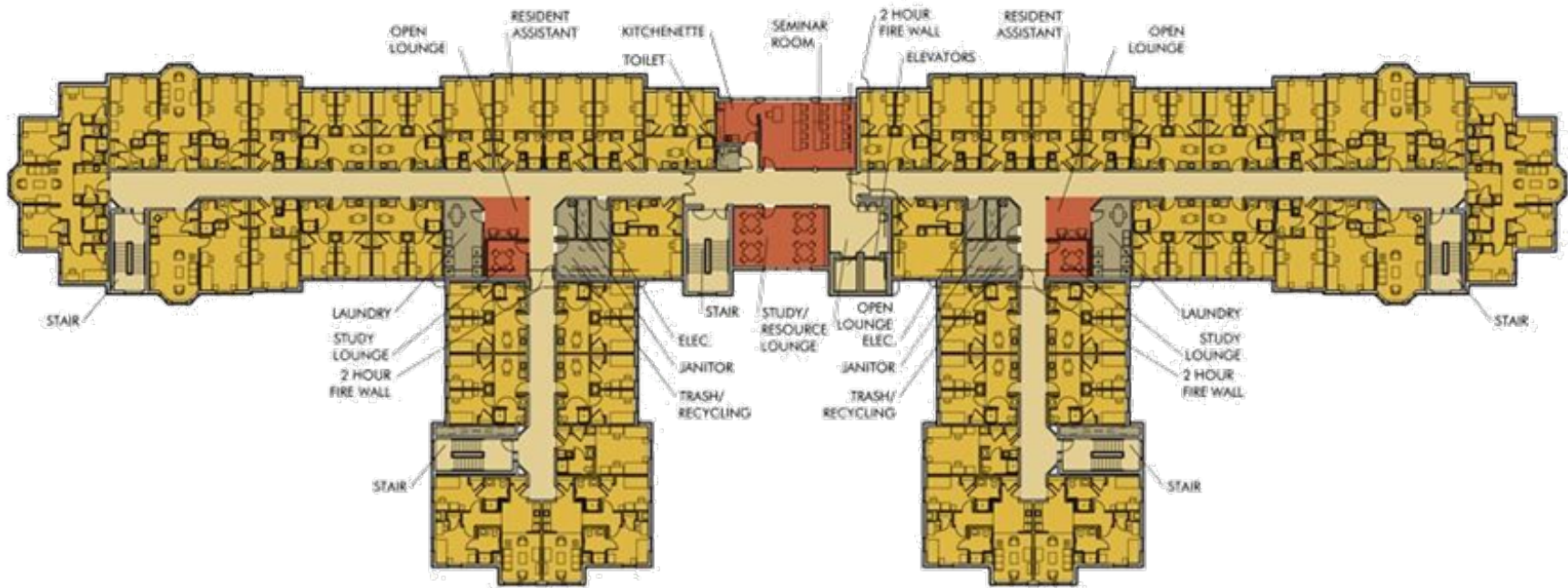


GRANT STREET



**A** BUILDING "A" FIRST FLOOR PLAN  
SCALE: 1" = 30'-0"





**A** BUILDING "A" SECOND FLOOR PLAN  
 SCALE: 1" = 30'-0"



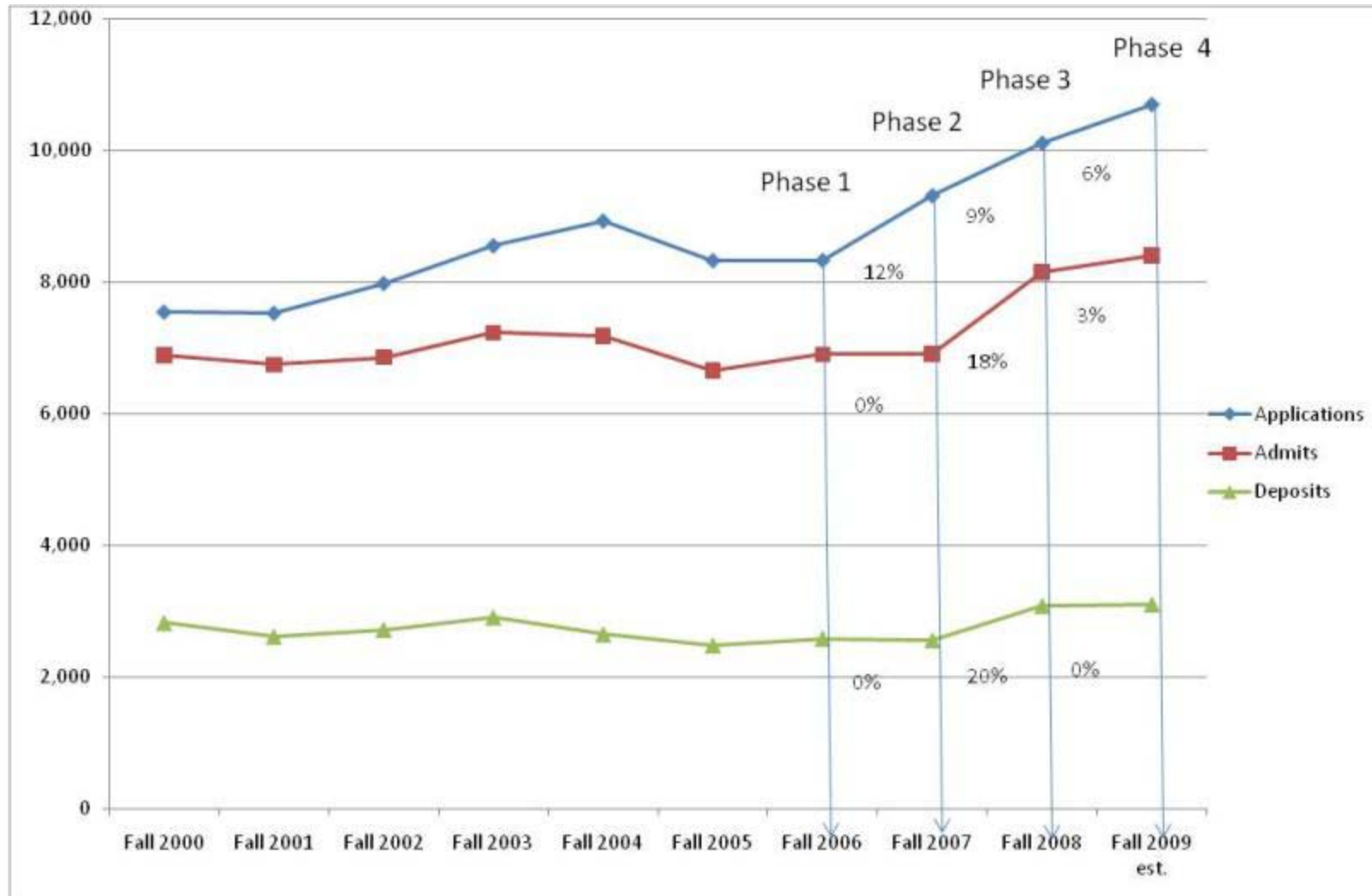
## Cost Overview

- **National Average: 201-500 Bed Project\***
  - Gross Sq. Ft/Bed: 331
  - Project Cost/Sq. Ft: \$188
  - Project Cost/Bed: \$61,783
- **Suites at IUP – All Four Phase 3,548 Beds (2007-2010)**
  - Gross Sq. Ft/Bed: 350
  - Cost/Sq. Ft: \$193
  - Cost/Bed: \$67,700
  - Total Project Cost: Approximately \$240 Million Including Financing
- **The Residential Revival is Anticipated to Generate \$100+ Million in Revenues Over Thirty Years for the Foundation at IUP**

**\*Per College Planning & Management 2010 Survey**



# Admissions Impacts: Housing Construction Phases



## Transforming On-campus Living/Learning

- **EBI Survey: 38.3% Response**
- **Resident Satisfaction Mean Increase: 4.50 to 4.65**
- **Improvements:**
  - **Room/Floor Environment/Facilities**
  - **Assignment/Services/Safety/Programming**
  - **Acceptance and Respect of Residents and Staff**





# Transforming On-campus Living/Learning

- **Do Freshman Have the Support to Thrive Socially?**
  - Last Year: 47% Quite a Bit/Very Much
  - This Year: 63% Quite a Bit/Very Much
- **Have Freshman Worked on Assignments with Classmates Outside of Class?**
  - Last Year: 2.37
  - This Year: 2.62

(1 = never; 2 = sometimes; 3 = often; 4 = very often)



# Transforming On-campus Living/Learning

- **Improvements:**
  - **Privacy/Noise Levels/Ability to Study/Manage Time/Solve Problems**
  - **Common Areas**
  - **Satisfaction with Learning/Academic Experience**
  - **Fulfilled Expectations**
  - **Living on Campus/Retention/Recommend IUP to a Friend**



# 89% of All Suites are Living/Learning Communities!



- **How are Your Living-Learning Environments Performing?**



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