

Clemson University Student Affairs and Housing Master Plan

Society for College and University Planning

Southern Regional Conference

November 7, 2008



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Presentation Outline

- **Project Team Introduction**
- **Project Background**
- **Master Planning Process**
- **Master Plan Recommendations**
- **Discussion**
- **Wrap-Up**



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Project Team Introduction

Clemson University

Peter M. Knudsen, AICP, LEED AP

- Assistant Campus Master Planner

Gerald Vander Mey, ASLA, LEED AP

- Director, University Planning & Design

Doug Hallenbeck

- Executive Director of Housing

Verna Howell

- Associate Vice President of Student Affairs

Gail DiSabatino

- Vice President of Student Affairs

Joy Smith

- Dean of Students

Brett Dalton

- Chief Financial Officer



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Where is Clemson University?



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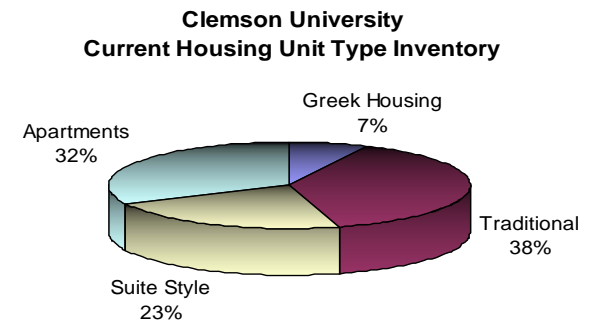
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About Clemson University

- Established in 1889 as agriculture and military school with enrollment of 446.
- Current enrollment over 17,585 (Fall 2008)
- Over 6,000 living on-campus (35% of total student body)
- 21 residence halls, 4 apartment communities. (1.1M gsf)
- 80% of total beds are double-occupancy
- 40% of total beds in traditional dormitories.
- Named Time Magazine Public College of the Year 2001.
- Ranked 22nd in U.S. News & World Report
- 7th Ugliest football uniforms according to FoxSports.



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Aging Housing Stock



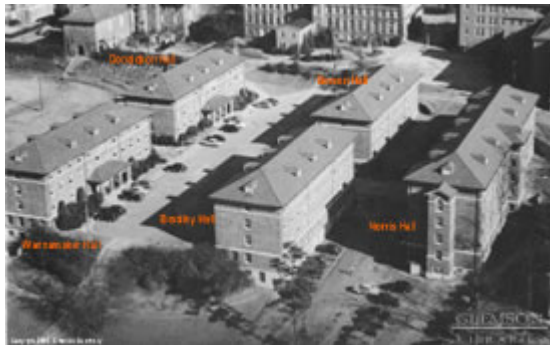
1954



1966



2008



1936



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Aging Student Union & Dining Concepts



1976



1954



1968

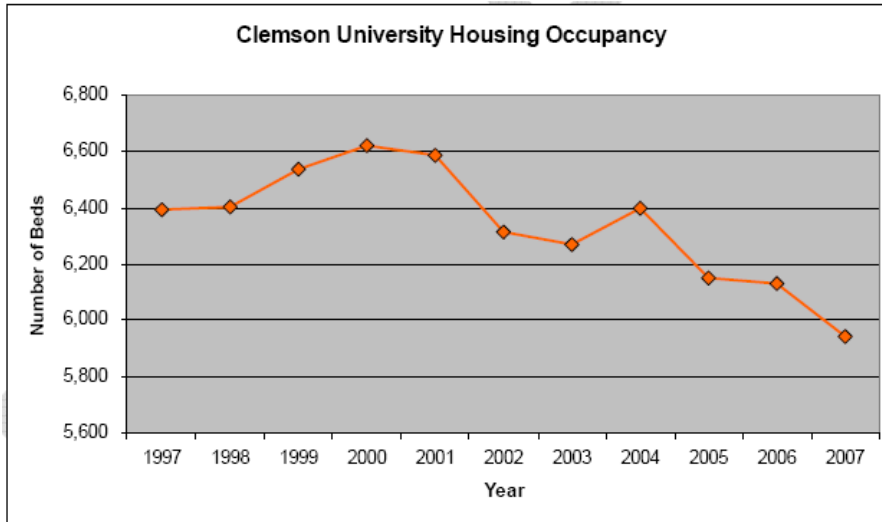


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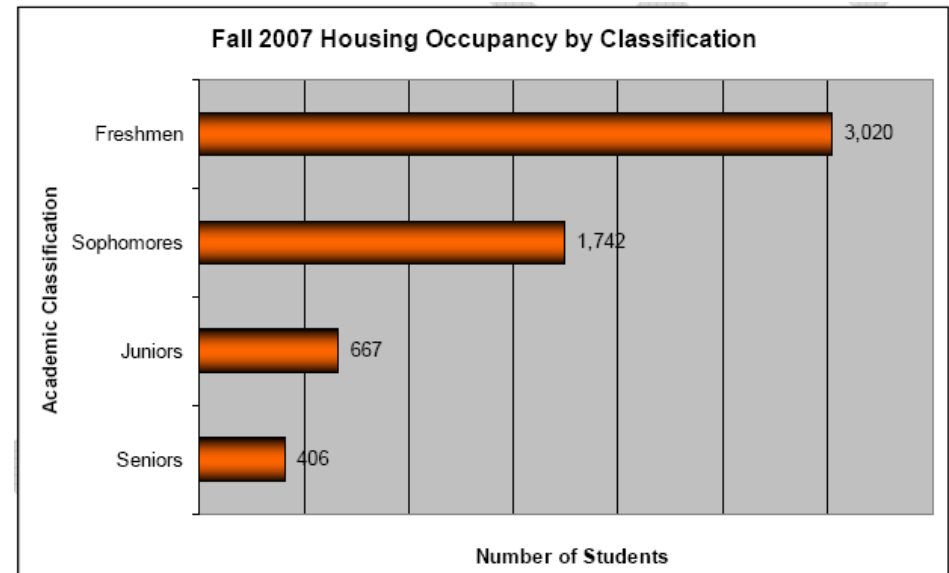
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Increasing vacancies in on-campus housing...

Reduced retention within on-campus housing...



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Which would you choose?



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Planning Approach



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Housing & Student Life Priorities

- Provide appropriate housing for graduate students, married students, students with families, and international students.
- Develop facilities and programming to support sophomores in their academic and social development.
- Test the Greek Row concept.
- Integrate student life into the academic experience...whether through mixed-used facilities or strengthening of our existing living/learning communities.
- Keep campus housing affordable and financially sustainable while offering increased services and amenities that will support the retention of students within the housing program.



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- Enhance ability to compete on a national level for the best and brightest students.
 - Academic quality
 - Location
 - Cost
 - Value
 - Quality of life



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Project Team Introduction

Brailsford & Dunlavey

Experience – **Over 300 university projects**

Focus – **“Quality of Life” projects**

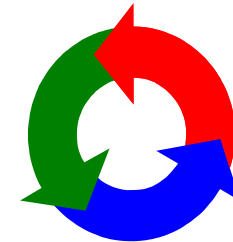
Staff – **Diverse Skill Set and Backgrounds**

Services – **Review of Facilities & Programs**

**Student &
Faculty/Staff
Housing**



**Retail/Unions/
Student Life
Centers**



**Athletic/Conference
Centers/
Recreation Centers**



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Project Team Introduction

Brailsford & Dunlavey

Jeffrey Turner, Sr. Vice President

- Principal / Partner
- Over 13 years with B&D
- Adjunct professor at Johns Hopkins University
- Over 100 university student life projects including Auburn University, Northwestern, Duke University, University of Virginia, Indiana University, University of Illinois, NC State University, University of Miami



Katie Karp, Associate

- Background in Higher Education
- Extensive experience in student life and housing projects
- Campus experience includes University of Alabama at Birmingham, Oklahoma State University, Georgia Institute of Technology, Texas Tech University, Fayetteville State University



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Project Team Introduction

Clark Nexsen / Seamon Whiteside

Bob Gunn, AIA, LEED AP, Principal

- Principal of Higher Education Practice
- Projects on over 40 campuses in VA and Carolinas
- Design principal for Virginia State Campus Housing and Comprehensive Master Plans

Ken Gallagher, AIA, LEED AP, Senior VP

- Focus of practice on student housing
- 27 residence hall projects nationally
- Specialized experience in living/learning centers and learning communities
- Design architect for Clemson Stadium Suites and USC West Quad Living Learning Center (LEED Silver)

Chris Watson, ASLA, Greenville Studio Director

- Clemson graduate
- Significant experience at Clemson University
- Member of the Campus Master Plan and Core Campus Precinct Planning Team



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Project Team Introduction

CLARK NEXSEN

In practice since 1920 – 87 Years

Full-service architecture/engineering/planning firm

Staff of 330, 72 LEED Accredited Professional

Carolinas practice led from Charlotte

4 projects with South Carolina Office of State Engineer

Practice focus on university housing:

- 30 new projects, 22 campuses
- 69 renovation projects, 17 campuses
- 9,100 new beds since 2001
- Campus housing master plans and assessments
- Presenting with Clemson at SEAHO 2008



College of William & Mary, LEED Certified



Duke University, LEED Registered



Virginia Tech, LEED Registered



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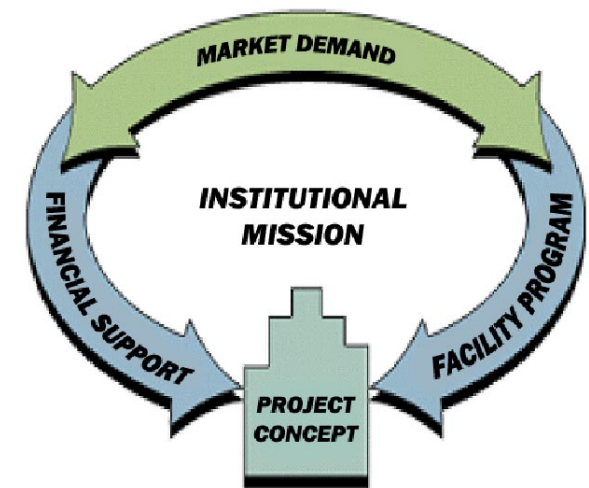
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Master Planning Process

- Review National Trends
- Stakeholder Interviews
- Existing Conditions Assessment
- Off-Campus Market Analysis
- Focus Groups & Intercept Interviews
- Survey Implementation & Data Collection
- Demand Analysis
- Benchmarking
- Tour of University of Maryland
- Phasing and Financial Analysis
- Concept Testing Focus Groups / Forums
- Final Presentation
- Final Report



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Student Housing Continuum

1



Traditional room double occupancy

3



2 bedroom 1 bath full suite

5



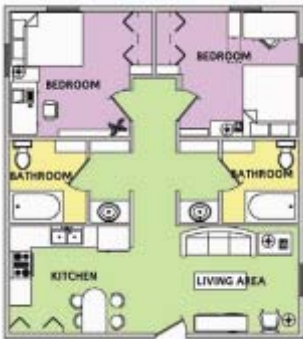
4 bedroom 2 bath single occupancy apartment

2



2 bedroom with 1 bath semi-suite double occupancy

4

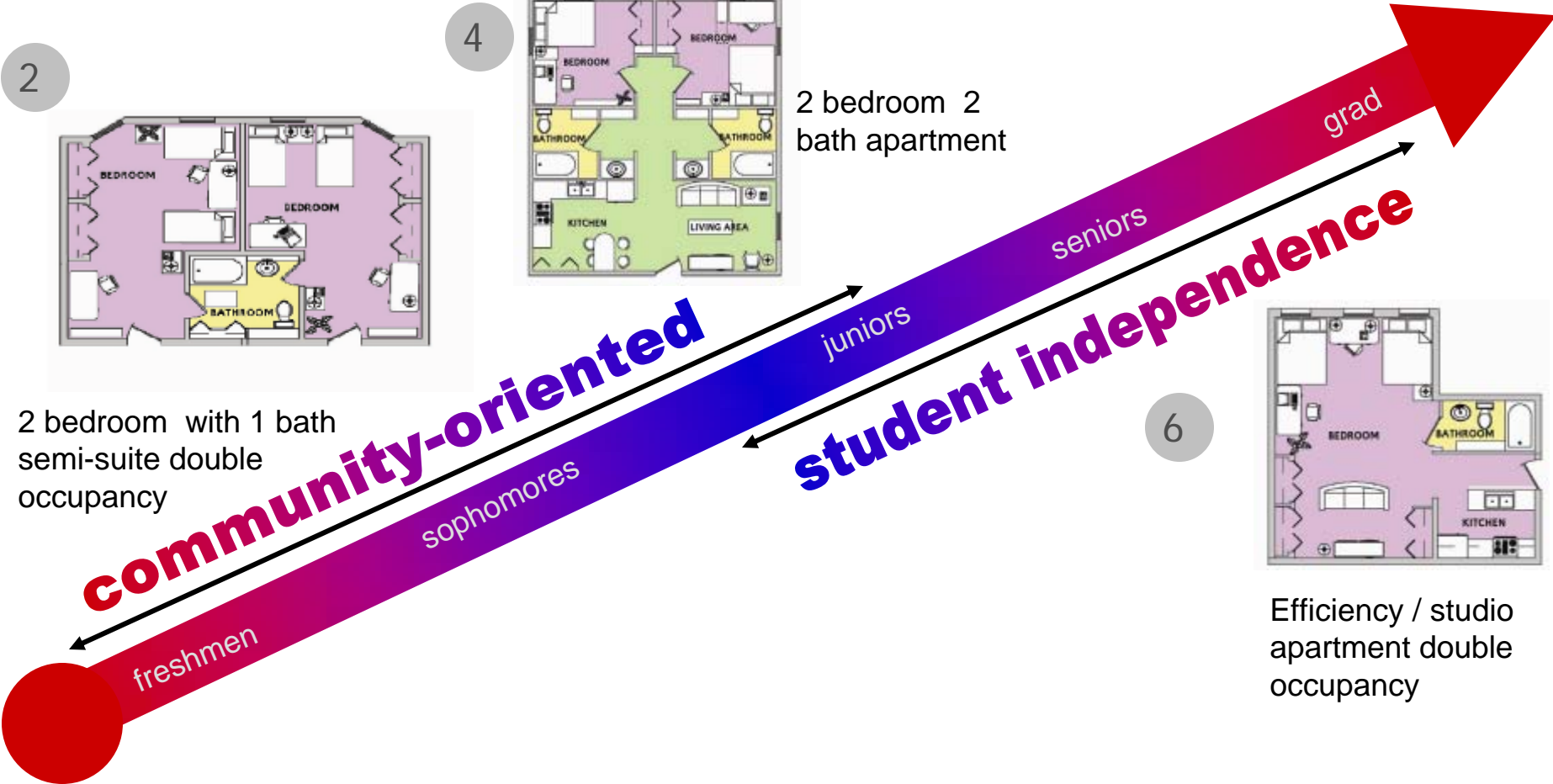


2 bedroom 2 bath apartment

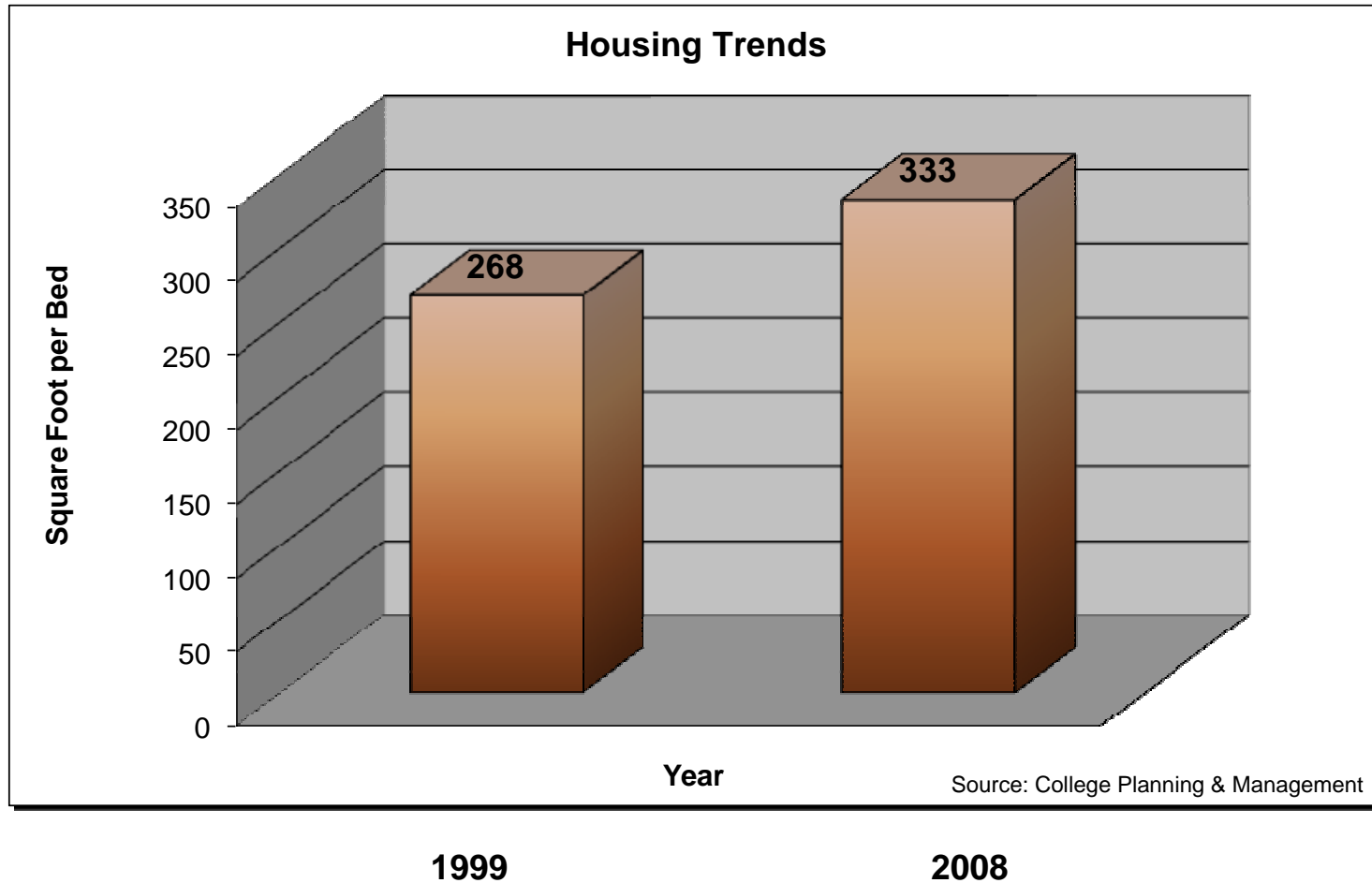
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Efficiency / studio apartment double occupancy



Student Housing Trends



Square Feet Per Bed has increased 25% in last 7 years
Currently Clemson at about 276 square feet per bed



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Student Housing Trends

Mixed Use / New Urbanism



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Student Housing Trends

Public Private Partnerships

- Over \$2 billion in new capital to student housing projects in 2007
- Rents for student-housing properties rose more rapidly than traditional multi-family in 2007
- Two Student Housing REITS:
 - American Campus Communities (ACC) - Over 85,000 Beds
 - ACC bought GMH Communities (GCT) for \$1.4 billion
 - Education Realty Trust (EDR) -24,000 beds in 7,500 units

(source: Realshare)



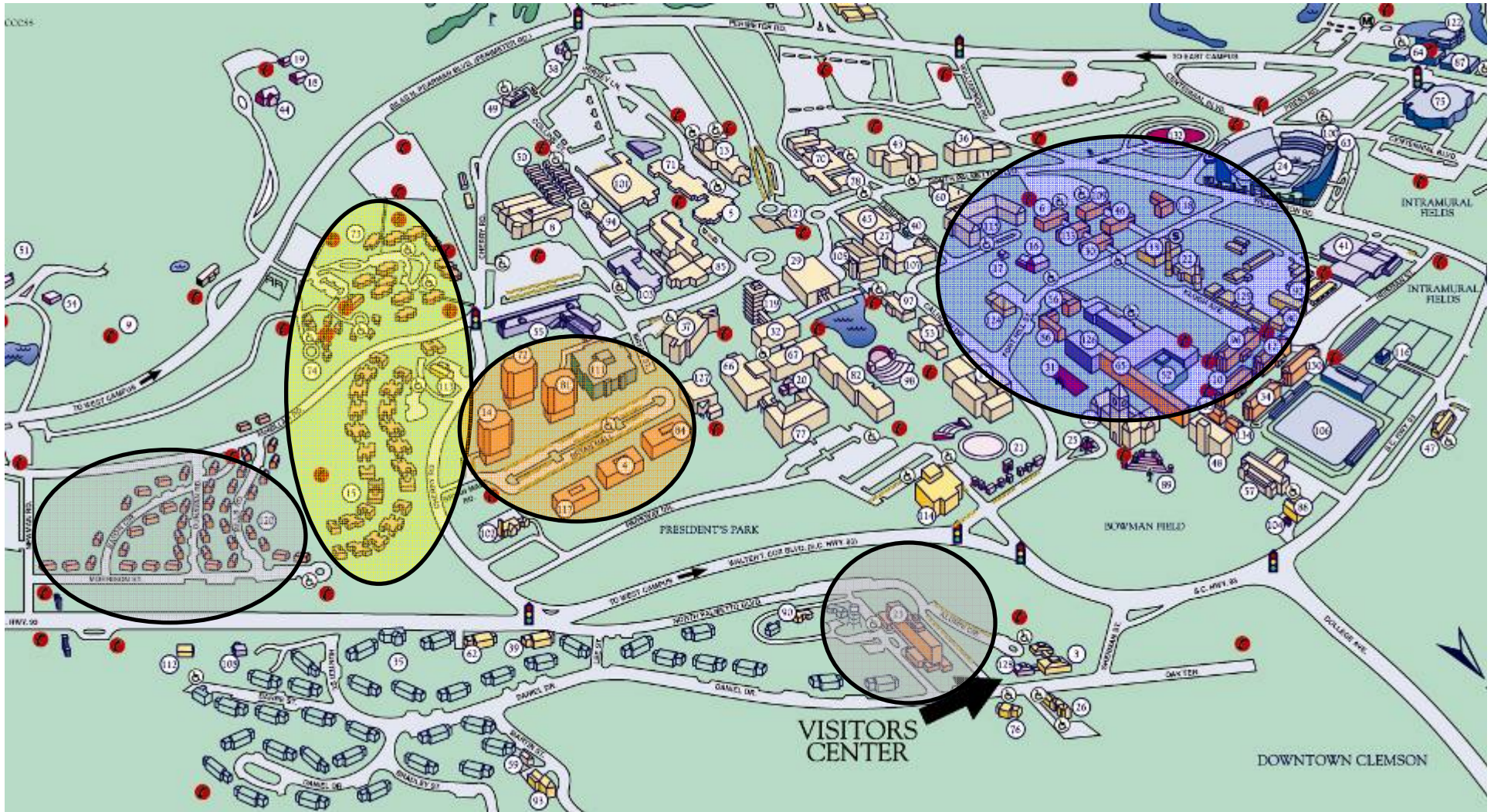
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Clemson University Existing Housing



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Clemson University Existing Housing

Summary

- Housing 42% of Undergraduate Student Enrollment
- Housing 34% of Total Student Enrollment
- Inefficient Use of Land
- Many Traditional Units (38%)
- Limited Community Space & Many Cramped Rooms
- Successful Living Learning Programs
- Very Aggressive Off-campus Market



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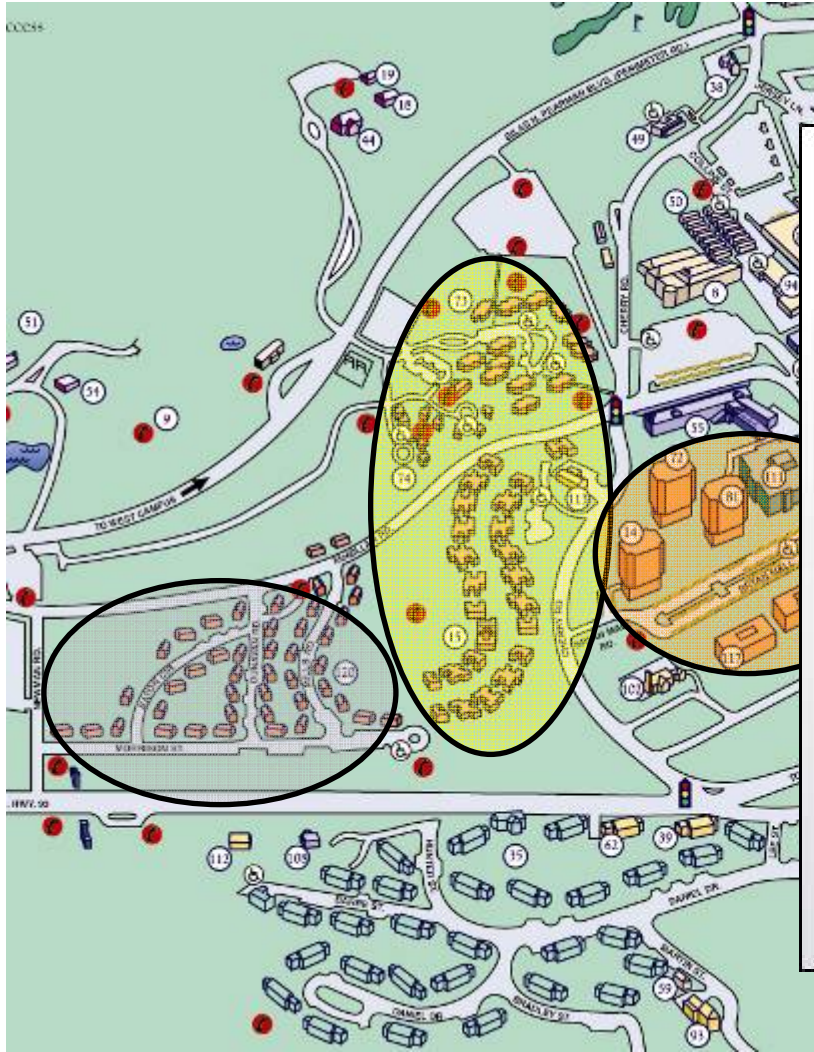
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Clemson University Existing Housing

Summary

Four Levels of Community



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Off-Campus Housing Market

Student Focused vs. Student Friendly vs. Student Averse

- Catered to the Student Population
- Close to 100% of tenants are Students
- Student Amenities:
 - Individual Leases / Academic Year Leases
 - Fully Furnished Units
 - Community Spaces
 - Walking Distance to Campus
 - Roommate Matching



- Welcomes Student Residents
- Large Percentage of Students as Residents
- Typical Apartment Complex
- Student Amenities:
 - Fitness Center / Pool
 - Some Flexible Leases
 - Allows Parental Lease Guarantee
 - Furnished Units Optional
 - Most Schools fit in this category

- Student Occupancy Discouraged
- Requires Resident Credit Checks
- 12 Month Leases



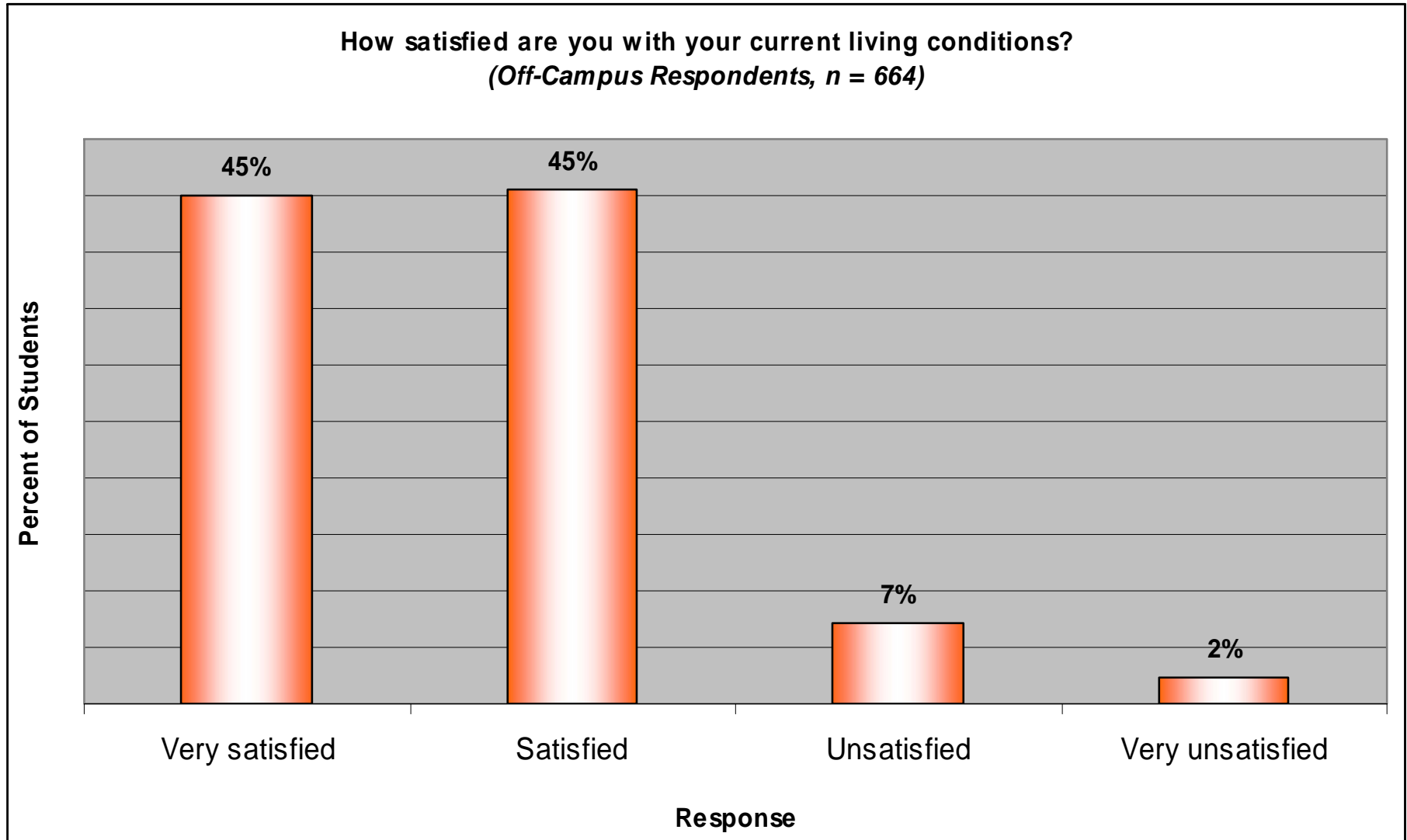
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Survey Analysis – Off Campus Students



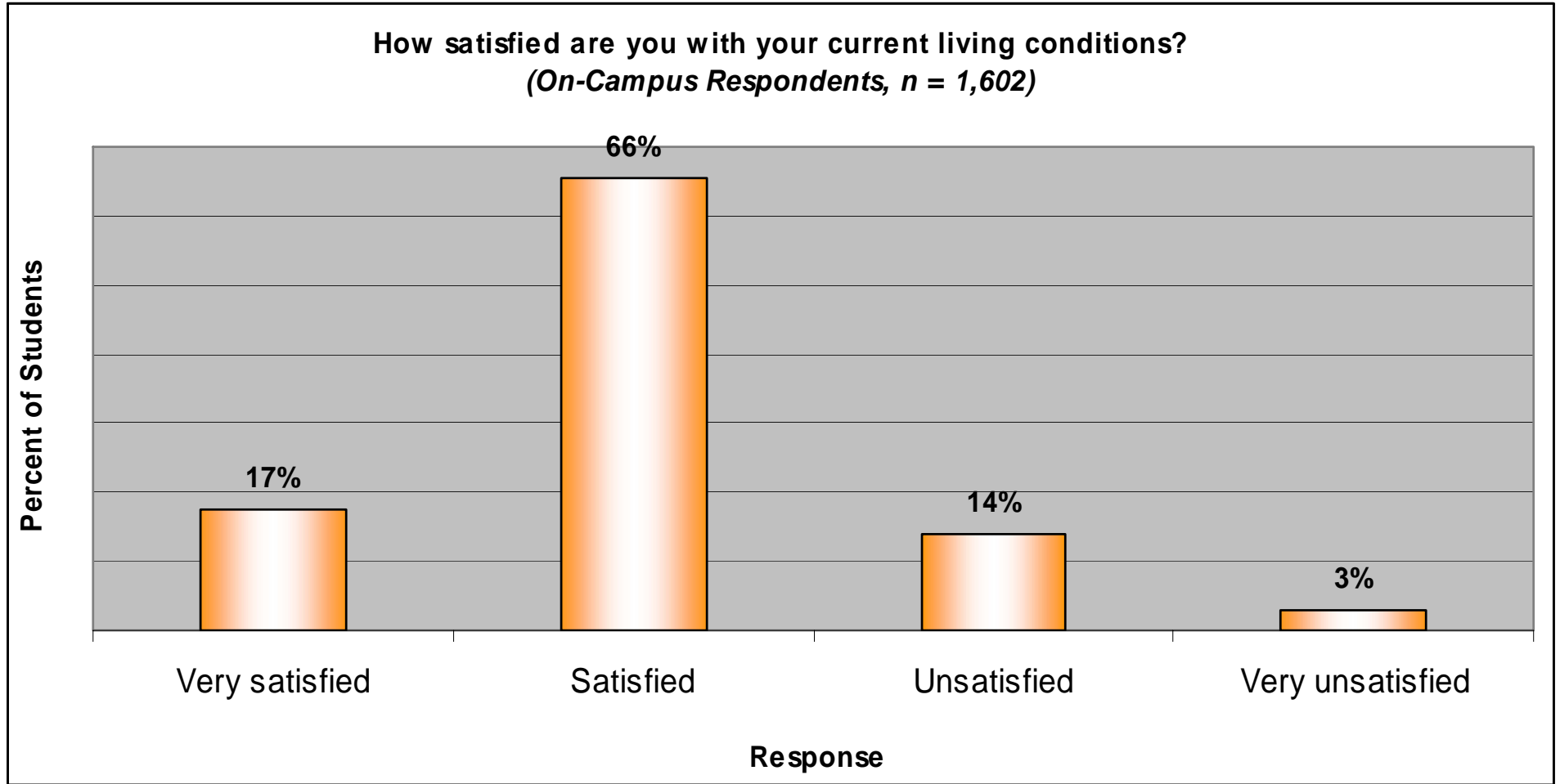
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Survey Analysis - On-Campus Students



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Survey Comments

“After looking at the options that were available, I realized that I would rather live on campus my entire four years of college. The only thing stopping me is the quality of the housing here. It is expensive and yet not all of it is attractive.”

“Allow more availability for students to live in single occupancy rooms at a reasonable price. It allows more privacy and better study quarters.”

“As a graduate student in a committed relationship, it would be wonderful if Clemson had housing that was either on, or directly connected to campus that was available at a reasonable rate. It would provide convenience and foster more of a sense of school spirit.”



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Goals & Objectives

- Residential location of choice for all years
- Goal of between 6,900 and 7,600 beds at the end of plan
 - Undergrads- 6,600-7,200 beds
 - Graduate Beds – 300-400 beds
- Increase retention of student within campus housing communities
 - Goal of 50% of undergraduates living on campus
 - Retain 75% of the sophomore class to live on campus
- Improve the housing unit mix campus-wide to provide a menu of housing types
- Address critical deferred maintenance issues



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Goals & Objectives

- Provide special interest housing, freshman communities, and living learning centers based on the strong academic programs and becoming a Top 20 institution.
- Develop flexible, financially and environmentally sustainable residential communities with appropriately configured units, indoor and outdoor support facilities, staffing, services, and programs based on the needs of each specific population
- De-densify some units to provide more independent living
- Develop a creative, viable & fiscally responsible financial plan



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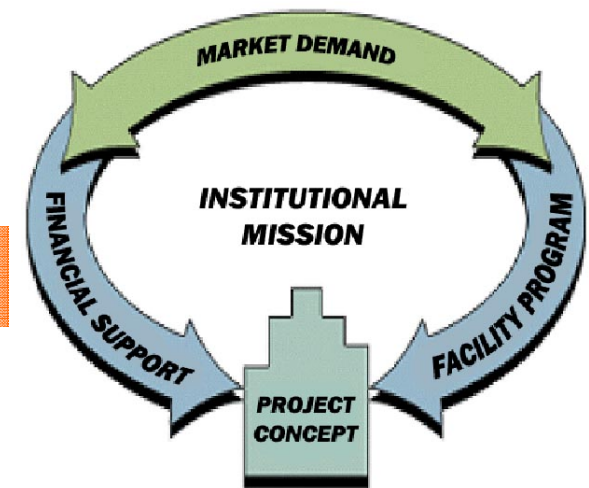
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Phasing Strategy

Manning Hall Renovation

Core Campus

**New Inter-generational Neighborhood
(Douthit Hills)**

Greek Row



Priority #1

Clemson House

Raze and Replace Shoeboxes

Renovations Projects

(Bryan Mall, Lightsey Bridge, Calhoun Courts)



Priority #2



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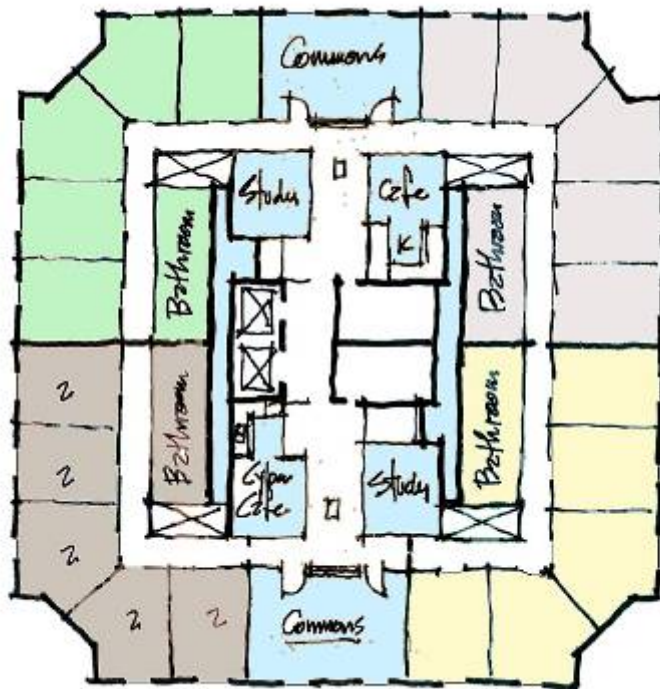
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Manning Hall

Clemson University Residential Life Master Plan
Facility Analysis and Recommendations

Built: 1970	Double BR, Community bath	Stories: 11
# of Beds: 400 each	Occupants: Coed, freshmen	Buildings: 3



Recommendations:

- Immediate Need for Infrastructure improvements
- Replace built-in furniture with flexible furniture systems for lofting beds.
- Establish four 10-bed Suites with Community Bathrooms / floor.
- Replace 2 bedrooms on each side of elevator with Floor Commons. (40 beds / floor x 9 = 360 beds)
- Develop outdoor space between the 3 high-rise buildings for community activities.



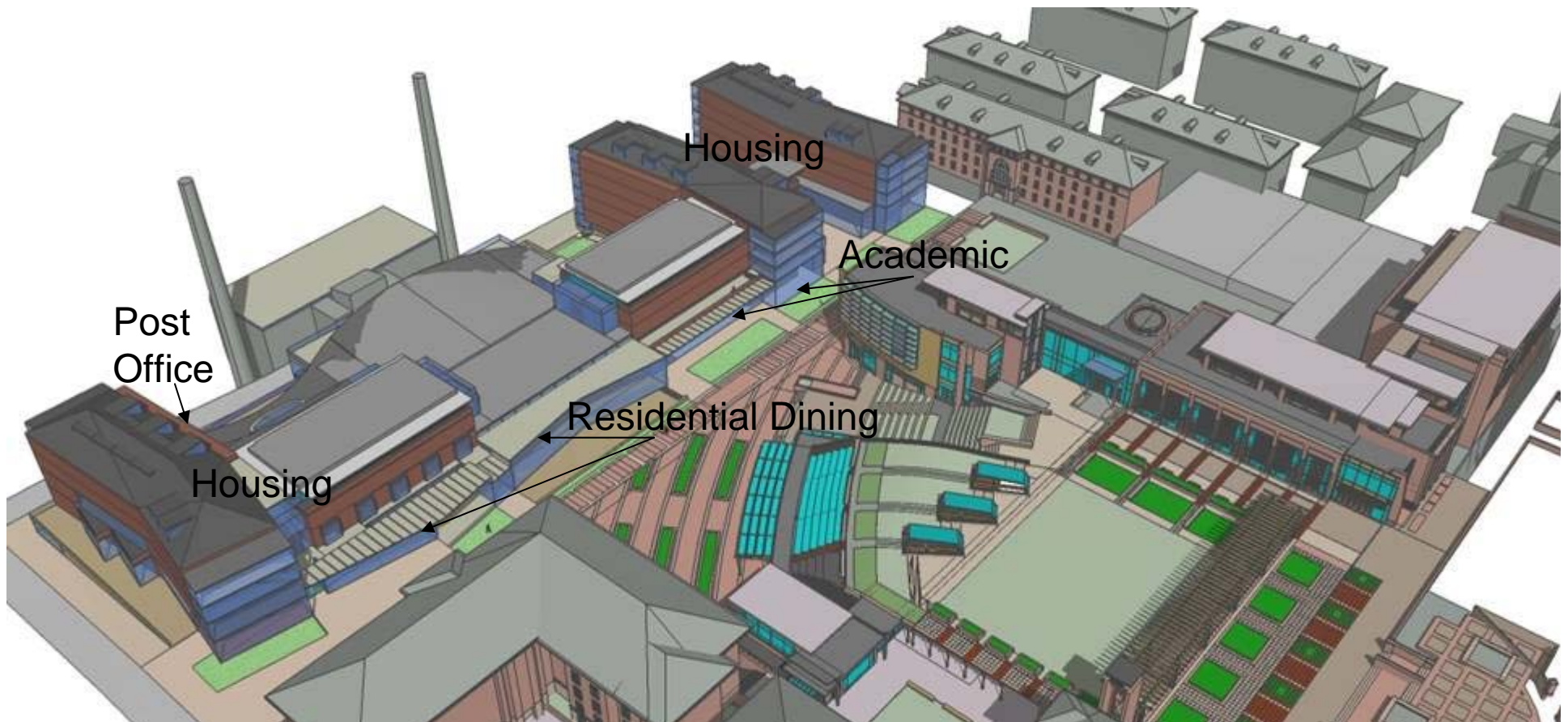
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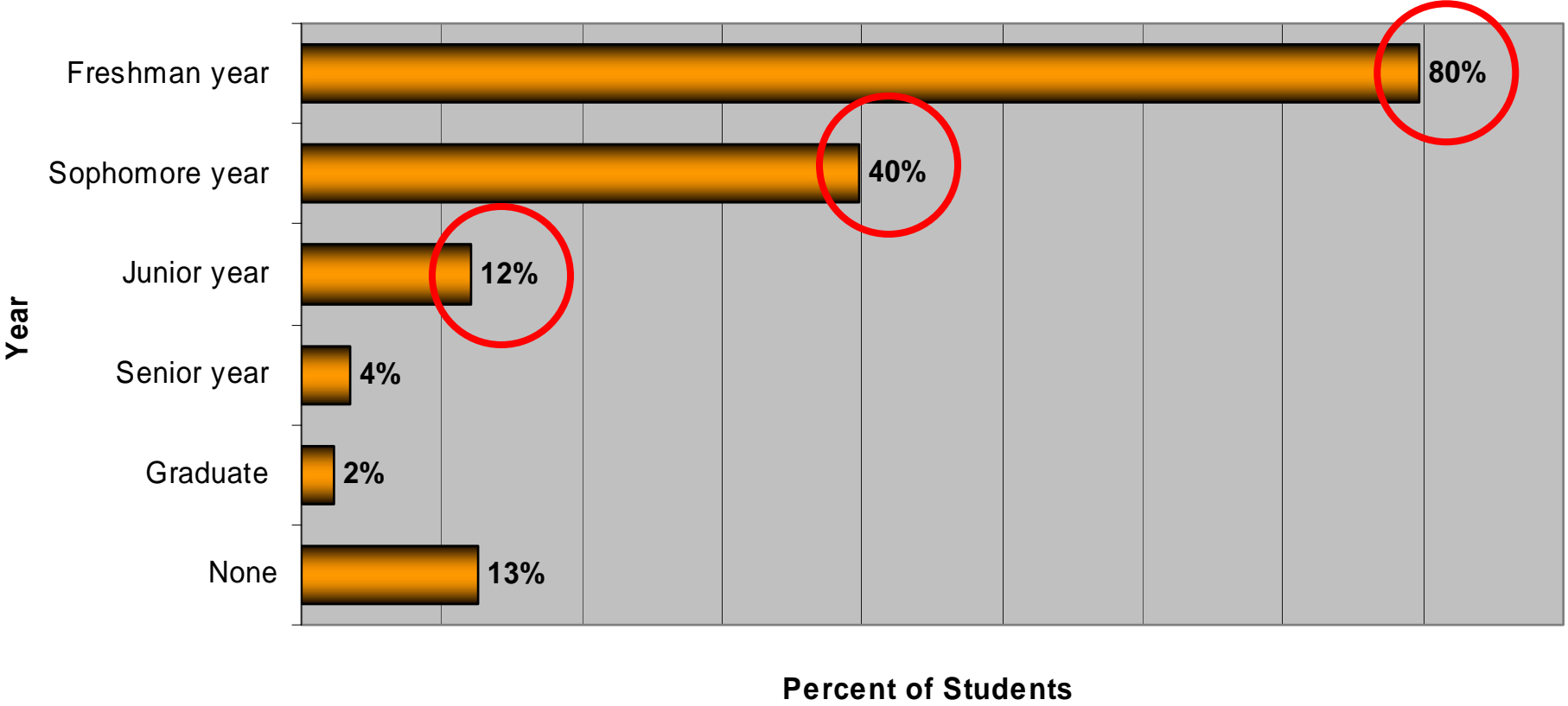
Core Campus Precinct Plan



- Increase density from 450 to 700 beds
- Change focus from Greek to Sophomore Year Experience
- Mixed-use development
- New Urbanism

Core Campus

Which years have you lived in University residence halls / apartments at Clemson?
(All Respondents, n = 2,515)



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Sophomore Year Experience

- Current research confirms that sophomores have some of the highest expectations and strongest needs of any group of students on campus.
- Research also indicates that sophomores receive the least attention of any class.
- Many schools are developing programs aimed at sophomores designed to provide a support structure as they begin to assume greater responsibility for their academic pursuits and their own lives.
- Requires a commitment of funding and resources by the administration and a commitment by faculty to further engage students outside the classroom

Source: Visible Solutions for Invisible Students: Helping Sophomores Succeed – National Resource Center



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Douthit Hills

- Intergenerational Family / Graduate / International Student / Workforce Housing
- Roughly 1,500 beds (1,200 Upperclassmen, 200 single graduate students 100 students with families)
- Potential Public / Private Partnership
- High-end housing / Amenity Heavy for Upperclassmen
- Amenity specific for Grads & Families



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Peer Benchmark Comparison

- 6 of 8 peer institutions have graduate housing
- Peer institutions house an average of 7% of graduates compared to Clemson at 2%.
- Resulting plan would include housing for 9% of graduate students

University	Percent of Each Class Living On Campus				
	Freshman	Sophomore	Junior	Senior	Graduate
Clemson University	87%	54%	20%	10%	2%
Peer Universities					
Georgia Institute of Technology	84%	76%	49%	25%	8%
Iowa State University*	74%	38%	21%	15%	15%
Louisiana State University	50%	17%	8%	5%	14%
North Carolina State University	79%	49%	20%	12%	2%
University of Georgia	84%	22%	8%	4%	2%
University of Maryland- College Park	75%	52%	36%	26%	N/A
University of Mississippi	64%	30%	7%	3%	11%
AVERAGES:	64%	35%	19%	11%	7%



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Douthit Hills



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Greek Row

- Thornhill Village site
- 14 Houses plus 5 Potential Additional
- 25 Students Per House
- One House for Multiple Organizations
- Potential Public/Private Partnership



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CALHOUN CTS.

GREEK ROW

COMMON GREENS

FUTURE HOUSES

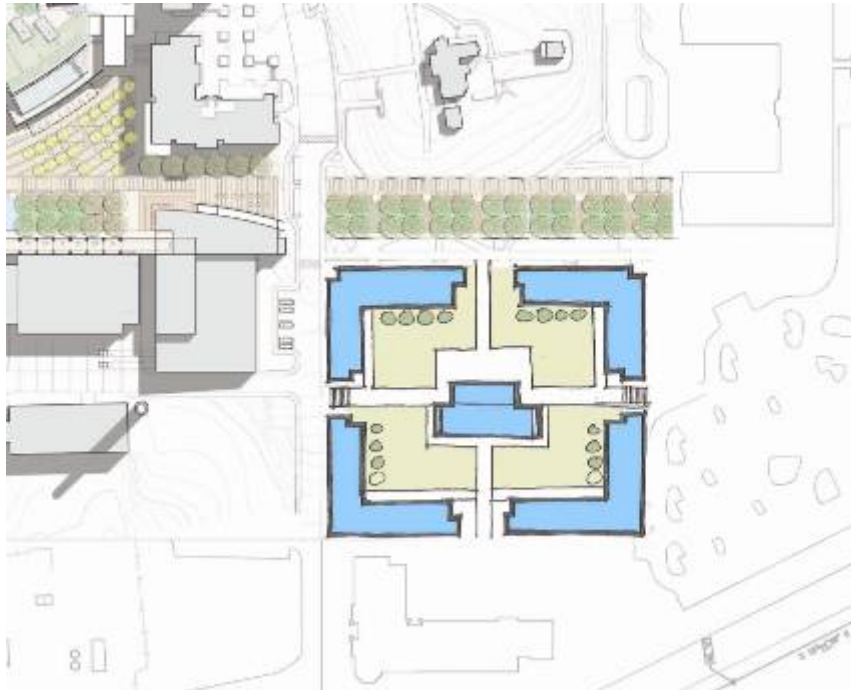
FUTURE ROAD

FUTURE ROAD

The Shoeboxes

Clemson University Residential Life Master Plan
Facility Analysis and Recommendations

Built: 1962	Double BR, community bath	Stories: 4
# of Beds: 140 each	Occupants: Coed, freshmen, living / learning community	Buildings: 5



Recommendations:

- Wonderful location and home to many living learning programs
- Phased replacement with 4 new buildings to create a New Quad.
- New Quad would continue Core Campus Precinct and connect to Stadium Suites.
- Possible residential college for four-year residents.



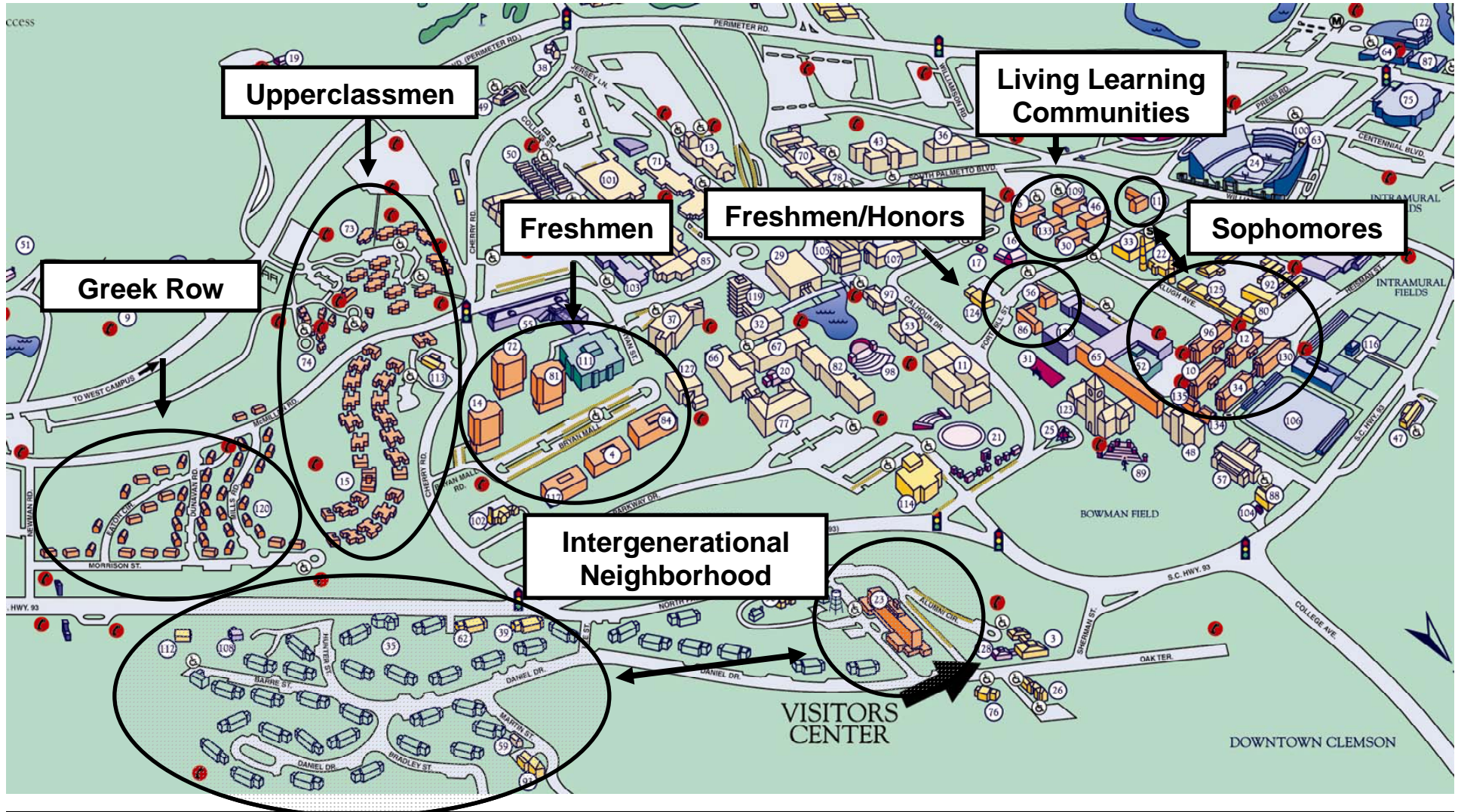
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Flexible & Sustainable Neighborhoods

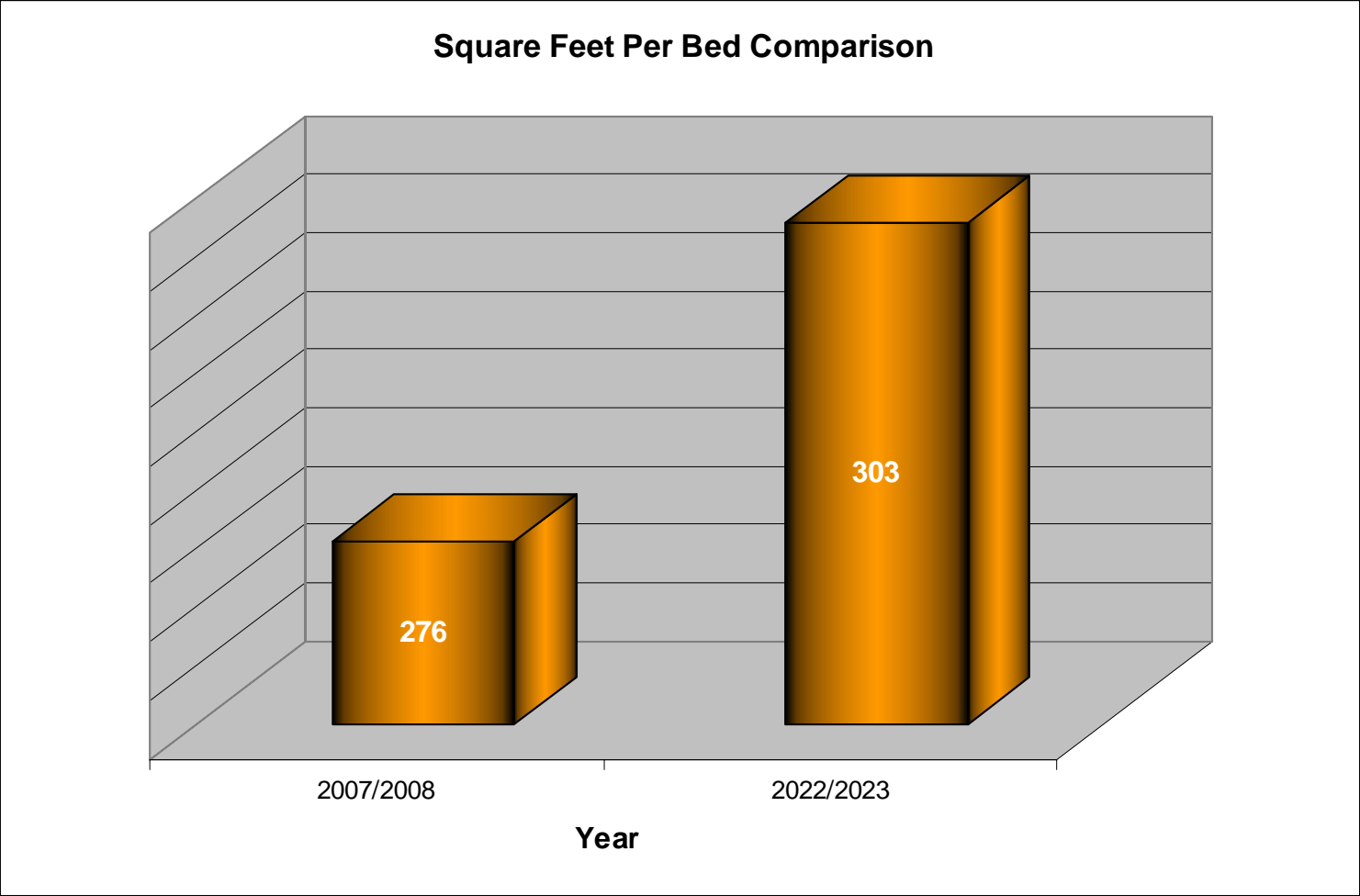


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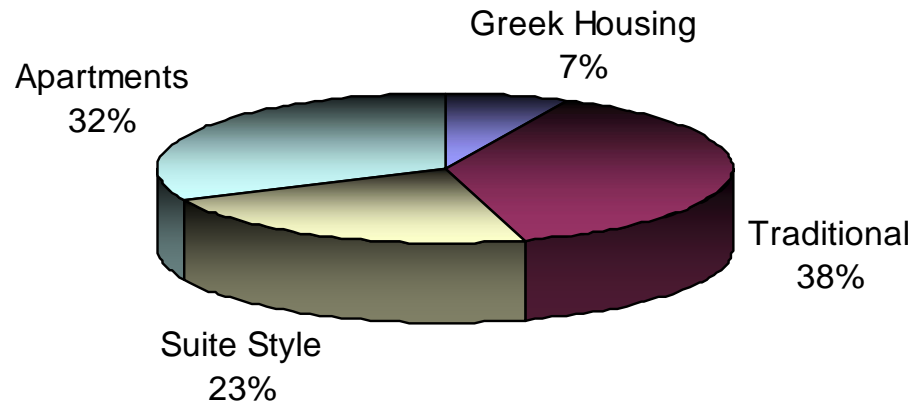
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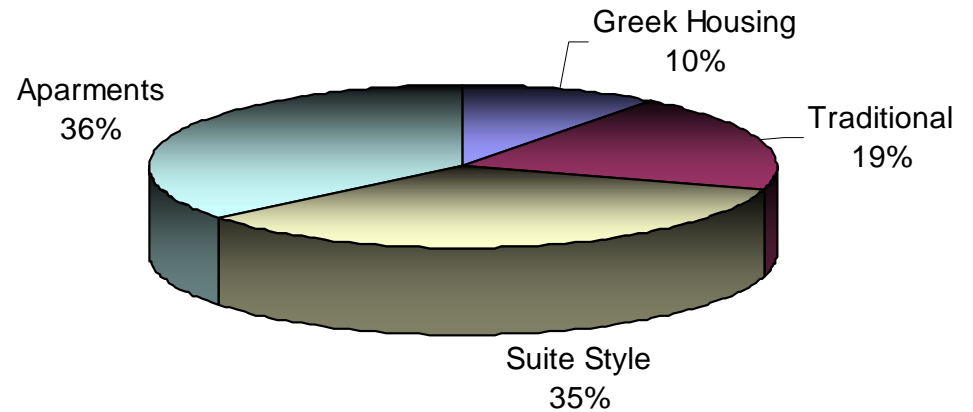
10% increase in Square Feet Per Bed

Current Unit Type Inventory

Summary



2028 Unit Type Inventory



23% increase in residential bed count from 2008-2028



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20 Year Phasing Plan

	Residence Hall	Project Type	Opening/Demolition Date	Total Beds On-Line*	Estimated Project Budget*
1	Manning Hall	Renovation	2010-11	6,303	\$10M
2	New Core Campus	New Construction	2011-12		\$65M
3	Douthit Hills (grad & upperclassmen)	New Construction	2011-12		\$133M*
4	Thornhill Village	Demolition	2011-12	7,727	-
5	Greek Row	New Construction	2012-13		\$29M*
6	Clemson House	Renovation	2012-13		\$31M
7	Johnstone Hall	Demolition	2012-13		-
8	Calhoun Courts	Renovation / Inventory Reduction	2012-13		\$10M
9	Lightsey Bridge I	Renovation / Inventory Reduction	2012-13	7,576	\$8M
10	Geer Hall	Demolition	2014-15		-
11	Sanders Hall	Demolition	2014-15	7,297	-
12	Shoebox Replacement - Phase I	New Construction	2015-16	7,657	\$42M
13	Benet Hall	Demolition	2016-17		-
14	Young Hall	Demolition	2016-17		-
15	Cope Hall	Demolition	2016-17	7,262	-
16	Shoebox Replacement - Phase II	New Construction	2017-18	7,802	\$72M
17	Lever Hall	Renovation	2019-20	7,329	\$23M
18	Byrnes Hall	Renovation	2020-21	7,536	\$25M
19	Barnett Hall	Renovation	2021-22	7,503	\$9M
20	Mauldin Hall	Renovation	2022-23	7,484	\$11M
21	Smith Hall	Renovation	2023-24	7,610	\$11M
Total Project Budget of Entire Plan					\$479M

* - Assumes Public Private Partnership

Total Project Cost without Public Private Partnerships = \$317 million

Total Project Cost with Public Private Partnerships = \$479 million

Undergraduate Beds= 7,300 (51% of population)
Graduate Beds= 300 (9% of population)



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Dynamic Financial Model & Phasing Plan

F13		On-Line									
	A	B	C	D	E	F	G	H	I	J	
1	Clemson University										
2	Student Housing Master Plan										
3	Financial Analysis										
4	Hall Status Matrix										
5											
6	Hall Status										
7											
8	0 1 2 3 4 5 6										
9	2007/2008 2008/2009 2009/2010 2010/2011 2011/2012 2012/2013 2013/2014 2014/2015										
10	Residence Halls										
11	Quads	Bowen Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
12		Bradley Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
13		Donaldson Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
14		Norris Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
15		Simpson - North Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
16		Simpson - South Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
17		Wannamaker Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
18	FYE	Johnstone Hall	On-Line	On-Line	On-Line	On-Line	On-Line	Off-Line	Off-Line	Off-Line	Off
19	Shoeboxes	Benet Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
20		Cope Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
21		Geer Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	Off
22		Young Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
23		Sanders Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	Off
24	Bryan Mall	Byrnes Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
25		Lever Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
26		Manning Hall	On-Line	On-Line	Under Reno/Constr.	Renovated	Renovated	Renovated	Renovated	Renovated	Ren
27		Barnett Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
28		Mauldin Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
29	Smith Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On	
30	Suites	Holmes Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
31		McCabe Hall	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
32		Stadium Suites	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
33	C. House	Clemson House	On-Line	On-Line	On-Line	On-Line	Under Reno/Constr.	Renovated	Renovated	Renovated	Ren
34	Apts.	Calhoun Courts	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	Summer Renovation	Ren
35		Lightsey Bridge I	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	Summer Renovation	Ren
36		Lightsey Bridge II	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On-Line	On
37		Thornhill Village	On-Line	On-Line	On-Line	On-Line	On-Line	Off-Line	Off-Line	Off-Line	Off
38	New Hall 1 - Core Campus Phase I	Off-Line	Off-Line	Off-Line	Off-Line	Off-Line	Off-Line	Off-Line	Off-Line	Off-Line	Off



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Peer Benchmark Analysis

University	Traditional Room Rate (1)		Suite Rate (1)		Apartments** (1)	
	Singles	Shared	Singles	Shared	Single Students	Multi-Students
Clemson University	\$4,790	\$3,610	\$6,060	\$4,083	\$5,040	\$4,053
Peer Universities						
Emory University	\$6,924	\$6,472	\$6,924	\$6,472	\$7,030	\$7,030
Georgia Institute of Technology	-	\$4,319	N/P	\$5,107	N/P	\$6,084
Iowa State University	\$4,578	\$3,567	\$6,044	\$4,827	\$5,592	\$6,107
Louisiana State University	\$4,130	\$4,158	\$4,380	\$4,380	\$7,020	\$5,734
North Carolina State University	\$4,630	\$4,150	\$4,630	\$4,150	\$4,790	\$7,050
University of Georgia	\$4,811	\$4,235	N/P	\$4,632	\$7,943	\$6,571
University of Maryland- College Park	\$5,287	\$5,287	\$5,287	\$5,287	\$5,510	\$5,510
University of Mississippi	\$4,666	\$3,376	\$4,780	\$4,100	\$4,150	\$4,262
University of South Carolina	N/P	\$3,722	N/P	\$3,940	N/P	\$6,060
Vanderbilt University	N/P	\$7,456	N/P	\$7,456	N/P	\$7,456
AVERAGES:	\$5,004	\$4,674	\$5,341	\$5,035	\$6,005	\$6,186
	-4%	-23%	13%	-19%	-16%	-34%

If the peer institutions raised room rates an average of 4.5% per year, Clemson would have the same average room rate at the end of the 20 year plan



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Off Campus Price Point Analysis

Douthit Hills - 2011/2012

	Annual Rental Rate at Opening (per student)	Monthly rental rate (12 mnth)	Escalated Off-campus rate (Reserve / Highpointe)	% Variance
Unit Type A - Two Bedroom Apartment				
Single Occupancy (Graduates)	\$9,846	\$821	\$717	14%
Single Occupancy (Undergraduates)	\$9,846	\$821	\$717	14%
Double Occupancy (Undergraduates)				
Double Occupancy (Graduates)				
Unit Type B - Two Bedroom Apt - Married / Family				
Single Occupancy	\$11,669	\$972	\$1,264	-23%
Double Occupancy				
Unit Type C - Four Bedroom Apartment				
Single Occupancy	\$9,116	\$760	\$608	25%

Calhoun Courts / Lightsey Bridge I- 2014/2015

	Annual Rental Rate at Opening (per student)	Monthly rental rate (9 mnth)	Escalated Off-campus rate (Reserve)	% Variance
Unit Type A - Two Bedroom Apt.				
Single Occupancy	\$9,367	\$1,041	\$830	25%



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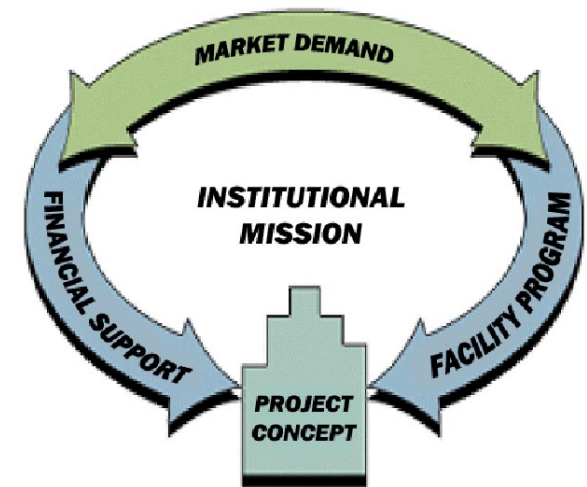
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Presentation Outline

- Project Team Introduction
- Project Background
- Master Planning Process
- Discussion
- Wrap-Up



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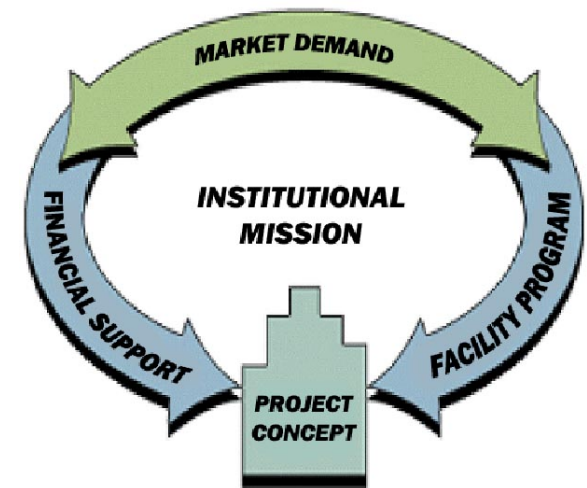
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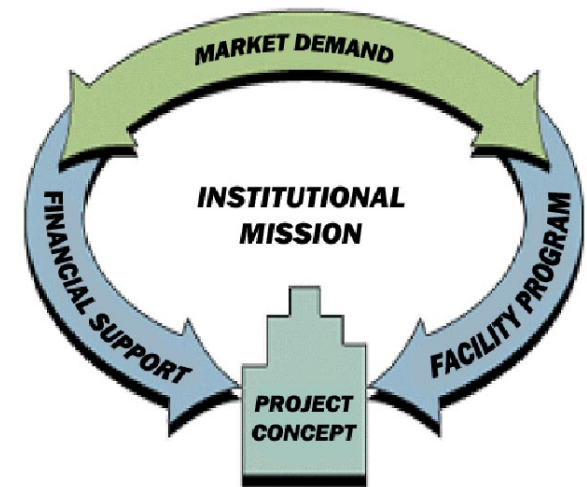
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Wrap Up

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Clemson University Student Affairs and Housing Master Plan

Society for College and University Planning

Southern Regional Conference

November 7, 2008



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