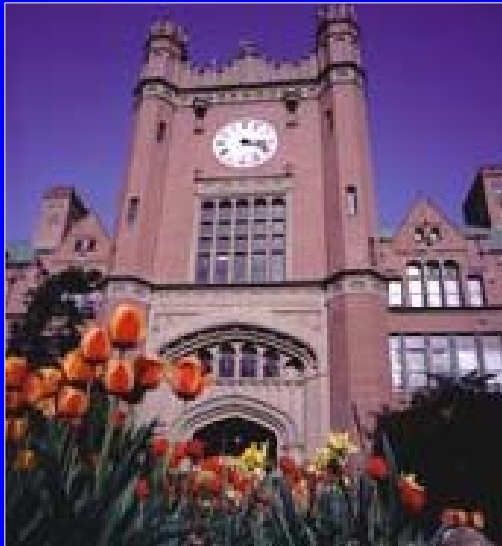


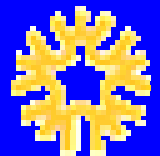
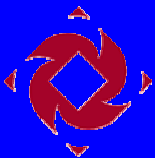
# ACUHO-I 2000 PITTSBURGH



A New  
Operating Paradigm  
for Housing:  
*Residents as  
Preferred Customers*

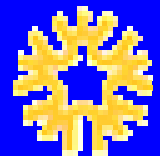
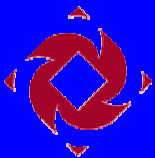


Residence Hall



# Presentation Outline

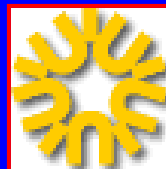
- Introductions
- Historical Perspective
- The New Paradigm
- University of Idaho Example
- Wrap Up
- Discussion (throughout)



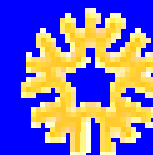
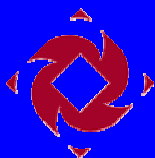
# INTRODUCTIONS



**BRAILSFORD & DUNLAVEY**  
Facility Planners • Project Managers  
*Catalysts for Building Community*

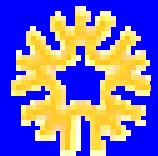
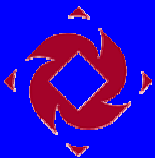


**University of Idaho**  
Tradition. Change. Excellence.

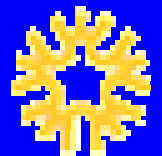


# Presenters

- Jeffrey Turner
  - Vice President, Brailsford & Dunlavey
  - Background in Real Estate Finance
  - Rejected as a Resident Assistant
- Heidi Kaplan
  - Associate, Brailsford & Dunlavey
  - Urban Planning
- Michael Griffel
  - Director of University Residences, University of Idaho
  - Former Pittsburgh Resident



# HISTORICAL PERSPECTIVE



# Campus Housing Building Evolution

## MARKET CONTEXT

### *Post WWI Era*

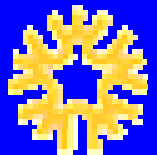
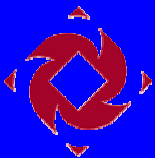
- Cultural Elite Male Students
- Small Campus Population

### *Post WWII Era*

- GI Bill Expands Enrollment
- Growth in Women's Enrollment
- Land Grant Schools Grow
- Limited Student Expectations

## FACILITY CHARACTERISTICS

- Small “Dormitory” Buildings
- Traditional
- English System as Model
- Rapid Construction
- Gang Baths & Double Rooms Becomes Standard
- Architectural Quality is Secondary





# Campus Housing Building Evolution

## MARKET CONTEXT

### *Modern Era*

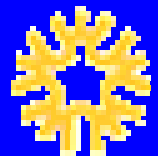
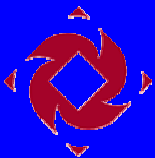
- Baby Boom
- Schools' Parental Role Expected
- Ed. Outcomes Sought
- Intro. of Hsg. Professionals

### *Contemporary Era*




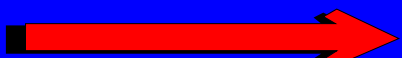

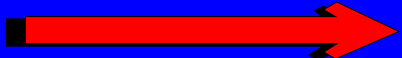
- Capacity Issues (Growth in HS grads Attending College)
  - Students Expect Singles
  - Off-campus Competition
  - *Consumer Mentality*
- 
- Prevalent*

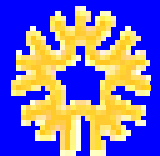
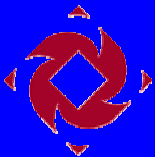
## FACILITY CHARACTERISTICS

- Large Scale High Rise “Res Halls” Become Common
- Double Rooms & Gang Baths
- Construction => Built to Last
- Architectural Ambition is Limited
- Smaller Scale Intended to Foster Community
- Themed Res. Halls/Living Learning
- Suites & Apts. Compete w/Off-campus
- Private partners Become Common



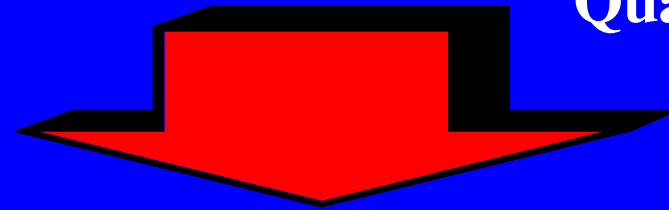
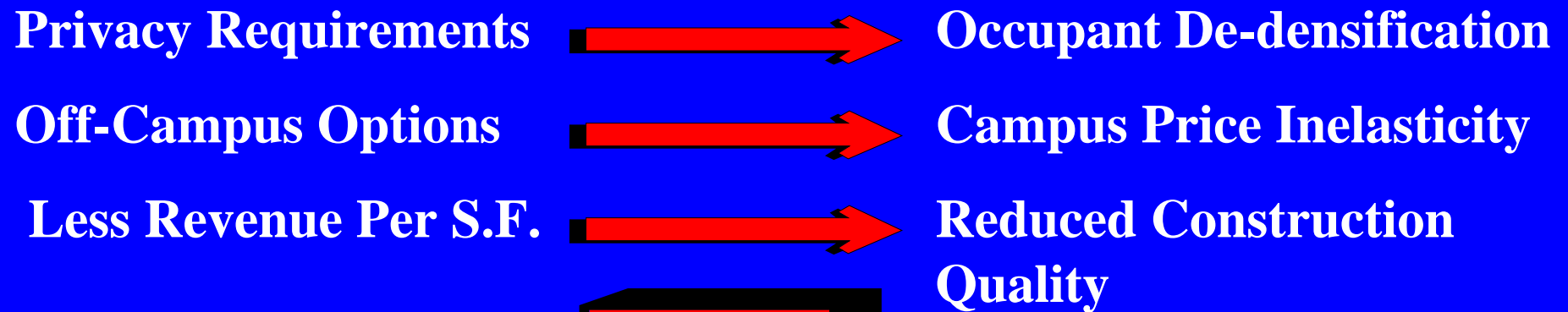
# Market Shifts & Common Responses

<b>Kids Share Bedrooms</b>		<b>Kids Have Single Rooms</b>
<b>School as Parent</b>		<b>Freedom &amp; Privacy</b>
<b>Limited Options</b>		<b>Many Off-campus Options</b>
<b>Limited Possessions</b>		<b>Clothes, T.V.'s, Stereos, Computers, etc.</b>
<b>No Temperature Control</b>		<b>Individually Metered Units</b>
<b>Technology a Fantasy</b>		<b>Technology a Reality</b>



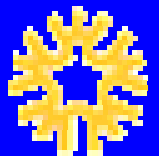


# Market Shifts & Common Responses

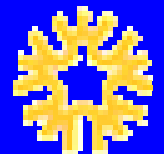
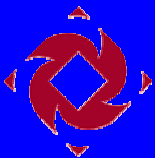
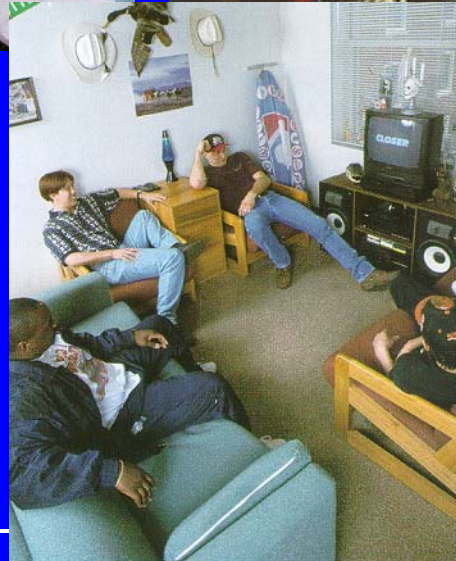
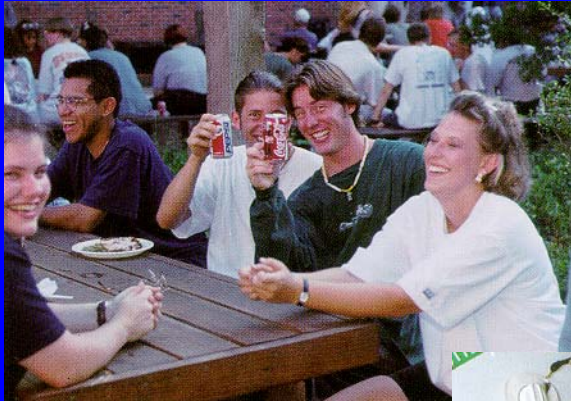


## Most Challenging Campus Housing Development Era Ever

-  Housing Mission, Objectives & Programs Re-evaluated
-  Alternative Delivery Strategies & Ownership Structures Required
-  Students Becoming Savvy Consumers

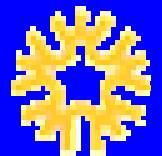
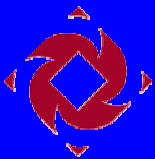


# THE NEW PARADIGM



# Benefits of On-campus Residents

- Academic
  - Higher Graduation Rates
  - Higher Grade Point Average
- Financial
  - Spend More Money on Campus
  - Make Better Alumni



# Airline Model – “Frequent Flyer”

## Airline

## Housing

**Pre-Boarding**



**Pre-Registering**

**Preferred Seating**



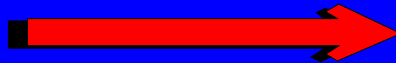
**Preferred Parking**

**Discount Offers**



**Athletic/Arts Discounts**

**Bonus Miles**



**Food/M Meal Plan Discounts**

**Personal Liaison**

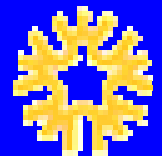
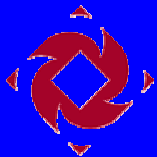


**Academic Support Services**

**Access to Club Lounges**

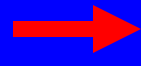


**Living Learning Centers**



# Paradigm Shift

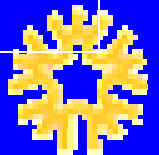
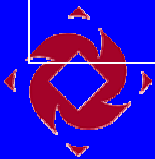
Traditional Model - Seniority



Proposed Model - Residents

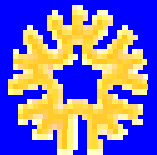
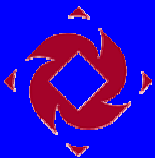
- Preferences by Seniority
- Registration
- Squatter's Rights
- Freshman Get Last Choice
- No Freshman Parking

- Preferences for Residents
- Financial Incentives
- Amenity Incentives
- Academic Related Incentives



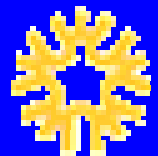
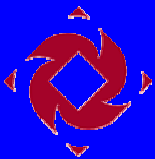
# Financial Incentives

- Examples of Financial Incentives
  - Rent Freezing at Indiana University
    - Forced to Charge New Students More => Losing Competitive Edge with Peer Institutions
  - Reduced Housing Costs at SUNY Geneseo
    - No impact apparent
  - Inexpensive Housing at University of Alaska Fairbanks
    - Students prefer private market
  - “2+ Program” at University of Alabama
    - Free for Juniors
    - Too many students want to live on
    - Financial Hardship



# Financial Incentives Conclusion

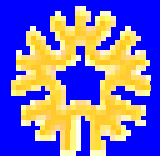
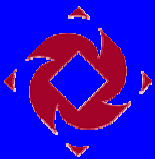
- Moderate Price Reductions Not Successful
- Perception of Cost Matters
- Cost is Relative to Off-campus, Peer Institutions, student perceptions
- Value Over Cost





# Amenity Incentives

- Preferred Parking
- Athletic Tickets
- Fitness Center
- Free Intramurals
- Social Programming
- Room Preferences/Super Singles
- Physical Improvements



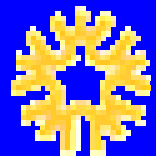
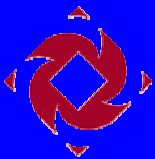
# Amenity Incentives



- Examples
  - Indiana University
    - Free Athletic Tickets to Certain Football Games
    - Reduced Cost Theater Tickets
  - San Diego State University
    - Free Rec Center Membership/Intramurals
    - Super Singles
  - University of Michigan
    - Physical Improvements to Returnees

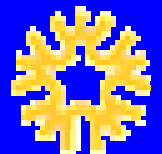
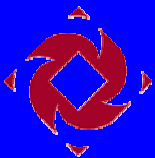


- Minimal Impact on Retention



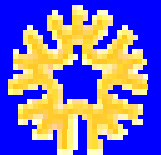
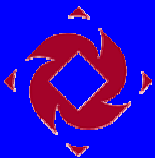
# Academic Related Incentives

- Academic Support
- Technical Support
- Learning Resources
- Academic Programs
- Internet/Ethernet Access
- Living Learning Communities



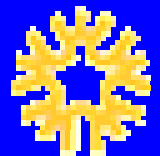
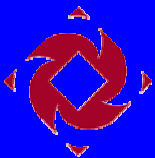
# Academic Related Incentives

- University of Maryland, College Park
  - Living Learning Communities
  - Improved Retention & Image of the University
- San Diego State University
  - Academic & Tech Support
- University of Idaho
  - Living Learning Communities



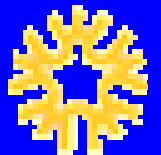
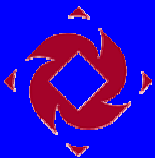
# University of Idaho

- “Consumers” vs. “Learners”
  - Felt Needs vs. Prescribed Needs
  - Short-term Satisfaction vs. Long-term Growth
- Preferred Living Spaces for Learning Community Residents
  - College of Forestry
  - College of Engineering
  - Global Village
  - Scholars Residence

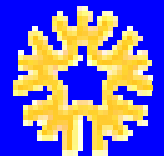
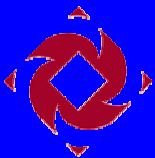
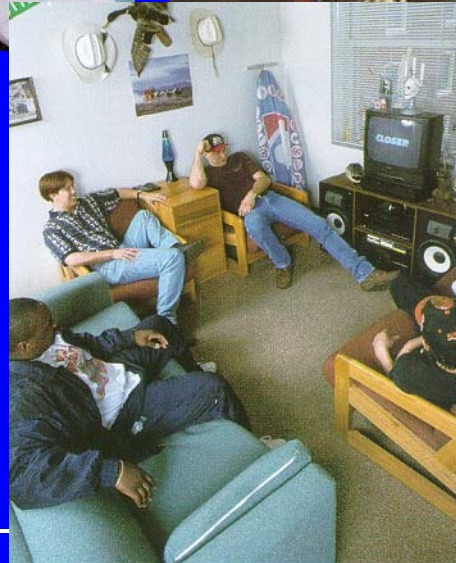
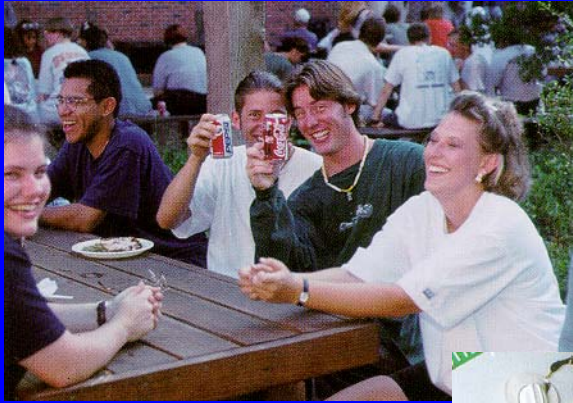


# University of Idaho

- Significant Access to University Resources
  - Faculty Involvement
  - Small Seminar Courses
  - Academic Program Ownership
  - Investment from the Top Administrators
  - On-site Courses & Programs in the Halls



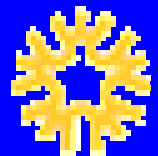
# WRAP UP





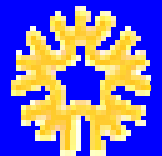
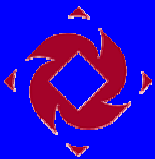
# Monitoring / Benchmarking

- Demographics
  - Residential (not commuter) Campus
  - Traditionally-aged Campus
  - Proportion of Full-Time Students
- Off-Campus
  - Off-Campus Community Does Not Offer a Competitive Product
  - e.g., Private Housing Adjacent to Campus, Extremely Inexpensive



# Monitoring / Benchmarking

- Offering Competitive Amenities – Examining Nationwide Trends
  - Access to Technology
  - Selection of Housing Types



# Benefits

- Marketing Campaign's / Competitive Edge with Peer Institutions
- Increase Retention
- Improve Student Life by Creating a “Critical Mass” On-Campus and Boosting Student Involvement On-campus

