



FACULTY / STAFF HOUSING

CHIEF ADMINISTRATORS AND BUSINESS OFFICERS

OVERVIEW | SEPTEMBER 9, 2016

AGENDA

FACULTY / STAFF HOUSING

- ◆ Current Situation
- ◆ Typical Solutions
 - *Referral Program*
 - *Rental Housing*
 - *For Sale Housing*
 - *Financial Assistance*
- ◆ Next Steps

CSU SYSTEM CONTEXT

FACULTY/STAFF HOUSING



	Median Home Value	Median Rent
CALIFORNIA STATE SYSTEM		
Cal Poly - SLO	\$605,000	\$2,750
Cal Poly - Pomona	\$359,000	\$1,997
CSU - Bakersfield	\$227,000	\$1,450
CSU - Channel Islands	\$550,000	\$2,625
CSU - Chico	\$305,000	\$1,585
CSU - Dominguez Hills	\$450,000	\$2,635
CSU - East Bay	\$525,000	\$2,750
CSU - Fresno	\$223,500	\$1,350
CSU - Fullerton	\$594,500	\$2,800
CSU - Long Beach	\$495,000	\$2,500
CSU - Los Angeles	\$701,000	\$4,200
CSU - Monterey Bay	\$669,000	\$2,875
CSU - Northridge	\$701,000	\$4,200
CSU - Sacramento	\$273,000	\$1,595
CSU - San Bernardino	\$236,000	\$1,499
CSU - San Marcos	\$540,500	\$2,595
CSU - Stanislaus	\$290,000	\$1,455
Humboldt State	\$325,500	\$1,327
San Diego State	\$515,000	\$2,700
San Francisco State	\$1,150,000	\$4,600
San Jose State	\$803,000	\$3,400
Sonoma State	\$435,000	\$2,675
Cal Maritime	\$325,000	\$1,950

CSU SYSTEM CONTEXT

AFFORDABILITY CHALLENGES

Institution Name	Full-time Instructional Staff					Full-time Non-Instructional Staff				
	Average Income per Staff	Median Home Value	Can Purchase with One Income?	Median Rent	Can Rent with One Income?	Average Income per Staff	Median Home Value	Can Purchase with One Income?	Median Rent	Can Rent with One Income?
CALIFORNIA STATE SYSTEM										
Cal Poly - SLO	\$85,343	\$605,000	NO	\$2,750	NO	\$63,473	\$605,000	NO	\$2,750	NO
Cal Poly - Pomona	\$86,940	\$359,000	NO	\$1,997	YES	\$62,589	\$359,000	NO	\$1,997	NO
CSU - Bakersfield	\$79,762	\$227,000	YES	\$1,450	YES	\$60,952	\$227,000	YES	\$1,450	YES
CSU - Channel Islands	\$83,569	\$550,000	NO	\$2,625	NO	\$65,309	\$550,000	NO	\$2,625	NO
CSU - Chico	\$80,701	\$305,000	YES	\$1,585	YES	\$57,186	\$305,000	NO	\$1,585	NO
CSU - Dominguez Hills	\$80,942	\$450,000	NO	\$2,635	NO	\$61,102	\$450,000	NO	\$2,635	NO
CSU - East Bay	\$83,636	\$525,000	NO	\$2,750	NO	\$64,106	\$525,000	NO	\$2,750	NO
CSU - Fresno	\$79,228	\$223,500	YES	\$1,350	YES	\$61,934	\$223,500	YES	\$1,350	YES
CSU - Fullerton	\$83,420	\$594,500	NO	\$2,800	NO	\$62,619	\$594,500	NO	\$2,800	NO
CSU - Long Beach	\$84,210	\$495,000	NO	\$2,500	NO	\$62,019	\$495,000	NO	\$2,500	NO
CSU - Los Angeles	\$83,052	\$701,000	NO	\$4,200	NO	\$61,758	\$701,000	NO	\$4,200	NO
CSU - Monterey Bay	\$72,531	\$669,000	NO	\$2,875	NO	\$65,625	\$669,000	NO	\$2,875	NO
CSU - Northridge	\$83,249	\$701,000	NO	\$4,200	NO	\$60,838	\$701,000	NO	\$4,200	NO
CSU - Sacramento	\$82,581	\$273,000	YES	\$1,595	YES	\$60,415	\$273,000	NO	\$1,595	YES
CSU - San Bernardino	\$83,320	\$236,000	YES	\$1,499	YES	\$59,943	\$236,000	YES	\$1,499	YES
CSU - San Marcos	\$80,716	\$540,500	NO	\$2,595	NO	\$65,501	\$540,500	NO	\$2,595	NO
CSU - Stanislaus	\$77,988	\$290,000	YES	\$1,455	YES	\$60,791	\$290,000	NO	\$1,455	YES
Humboldt State	\$77,610	\$325,500	NO	\$1,327	YES	\$59,651	\$325,500	NO	\$1,327	YES
San Diego State	\$91,518	\$515,000	NO	\$2,700	NO	\$64,531	\$515,000	NO	\$2,700	NO
San Francisco State	\$90,435	\$1,150,000	NO	\$4,600	NO	\$65,753	\$1,150,000	NO	\$4,600	NO
San Jose State	\$90,153	\$803,000	NO	\$3,400	NO	\$67,460	\$803,000	NO	\$3,400	NO
Sonoma State	\$83,144	\$435,000	NO	\$2,675	NO	\$64,039	\$435,000	NO	\$2,675	NO
Cal Maritime	\$80,653	\$325,000	YES	\$1,950	YES	\$70,590	\$325,000	NO	\$1,950	NO

- Note:
1. Average Instructional and Non-Instructional Staff Average Income calculated based on salary outlays and staff count. Data from IPEDS and represents FY2015 figures. Average incomes escalated two years at three percent to bring values to today's dollars.
 2. Median home values and rents obtained from Trulia.

PROJECT DEFINITION

FACULTY / STAFF HOUSING

- ◆ Defining the mission and purpose of the program is most critical.
- ◆ Solutions vary based on the problem and target market:
 - What are you solving for?
 - Who are you accommodating for and what are their needs?
 - What is your anticipated hiring pattern / growth?

CHALLENGES FOR INSTITUTIONS

FACULTY / STAFF HOUSING

- ◆ Limited flexibility with pay bands to recruit talent.
- ◆ Funding for financial assistance programs:
 - Programs need to be seeded with money
 - Need to be designed for long-term sustainability
- ◆ Programs are often not dynamic to meet changing market conditions.
- ◆ The demand is often far greater than the supply:
 - “Who gets it” and “Who doesn’t”
- ◆ Planning for growth can be challenging
 - State funding, growth or programs, hiring of staff, etc.
 - Succession planning

TYPICAL SOLUTIONS

OVERVIEW

REFERRAL PROGRAMS

- Overview: a “resource center” that provides local housing market information and contacts
- Use: most common faculty /staff housing structure
- Target Market: newly-hired faculty and staff

RENTAL HOUSING

- Overview: Availability of rental and/or transitional housing for incoming faculty and staff members
- Use: short to mid-term leases to allow newer employees to find long-term housing. Commonly used as a recruitment tool.
- Target Market: newly-hired faculty and staff

FOR-SALE HOUSING

- Overview: A University-sponsored community of for-sale housing
- Use: to provide home ownership at discounted prices
- Target Market: interested homeowners

FINANCIAL ASSISTANCE

- Overview: University-subsidized financial support for the purchase of market-rate housing. Options include: Primary Mortgage Assistance, Supplemental Mortgage Assistance, Second Mortgage Assistance, & Direct Cash Contribution
- Use: most common in expensive residential markets
- Target Market: interested homeowners

TYPICAL SOLUTIONS

SUMMARY

		REFERRAL PROGRAM	RENTAL HOUSING	FOR-SALE HOUSING	FINANCIAL ASSISTANCE
I.	UNIVERSITY COMMITMENT	1 FTE + OFFICE SPACE	LAND + FINANCIAL SUBSIDY	LAND + DOWN PAYMENT ASSISTANCE	VARIES BASED ON DEMAND
II.	RISK	MINIMAL	HIGH	HIGH	MODERATE
III.	DEVELOPMENT	NONE	SELF DEVELOPED OR PUBLIC PRIVATE PARTNERSHIP	SELF DEVELOPED OR PUBLIC PRIVATE PARTNERSHIP	NONE
IV.	NUMBER OF FACULTY/STAFF IMPACTED	UNLIMITED	VARIED BASED ON SUBSIDY	VARIES BASED ON DEMAND	VARIES BASED ON DEMAND

HOW ARE OTHER INSTITUTIONS UTILIZING THESE SOLUTIONS?

NATIONAL CONTEXT

Institution	Location	Relocation Assistance	Rental Housing		For Sale Housing	Financial Assistance				
		Relocation Assistance	Temporary	Long Term	For Sale Housing	Down Payment Assistance	Mortgage Discount	Second Mortgage	Direct Mortgage Subsidy	Direct Rent Subsidy
Duke University	Suburban	•			•					
George Washington University	Urban		•					•		
George Mason University	Suburban		•	•						
Massachusetts Institute of Technology	Urban	•				•				
New York University	Urban	•	•	•	•			•		
Princeton University	Suburban	•	•	•	•			•		
Stanford University	Suburban	•	•	•	•	•	•	•		
University of California, Los Angeles	Urban	•	•	•		•	•	•		
University of Chicago	Urban		•	•				•		
University of Miami	Suburban	•	•				•		•	•
University of Southern California	Urban	•		•			•		•	•
Washington University in St. Louis	Urban					•	•	•		

- ◆ Multiple solutions are used address faculty/staff housing needs
- ◆ Solutions are often deployed to address the University's missions and vision for faculty/staff housing (i.e. affordability, recruitment, etc.)

NEXT STEPS

- ◆ Incorporate feedback
- ◆ Obtain / analyze survey
- ◆ Refine supporting materials
- ◆ Complete report



DISCUSSION

