HOUSING & RESIDENCE LIFE

AUXILIARY ENTERPRISE BUSINESS PLAN

FY2012 – FY 2017

Prepared by
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Submitted
to
Office of Fiscal Affairs
Board of Regents
The University System of Georgia

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**Introduction:**

Housing at UWG is a true Auxiliary enterprise, made to stand or fall based on our revenue generated primarily through rents.

We solely manage the business operations of student assignments, contract management, and financial management of all student residential business. We handle all programming efforts within the residence halls, disciplinary documentation and review (in cooperation with the Vice President for Student Affairs and Enrollment Management Office), and as well provide several living-learning opportunities. Most importantly, we are available to the on campus residential population 24/7/365 for basic needs to critical crisis response and handling. The main Housing Office is located in Mandeville Hall on Front Campus Drive.

The following organizational chart is current as of the date of this report.
This past year saw several areas of growth, they are as follows:

- Implementation of 3 new (4 total) Living Learning Communities.
- Implementation of a Facilities Coordinator for monitoring and assisting UWG Facilities with the maintenance of our facilities. This role plays an assessment and quality control role rather than a repair role. This new team within our department has opportunities to grow in the upcoming year(s).
- 1st Full Fiscal Year under a direct cost vs. square foot allocation billing method for facilities related expenses. A summary is included in the Financials section below.

Maintenance response and Custodial needs are provided by the Department of Campus Planning and Facilities Office. Campus Planning and Facilities is responsible for the day to day management and response to daily facility needs. Our office, in conjunction with Campus Planning & Facilities supervises minor and major contracted services, renovation, and new construction projects together.

Maintaining current facility condition reports is important to maintaining a strong Housing program. During this past year, we completed the final two buildings bringing all buildings current and assessed within the past two years. The first phase was completed in July 2010. During this final phase Buildings Arbor View Apartments and University Suites were completed. To date, all buildings have now been assessed during the past two years. The last time all buildings had been reviewed was 2001.

UWG contracted with the ISES Corporation for these reports, which they also completed the 2001 reports. This report has updated the facility records for the current residence hall stock and made upgrade recommendations based on current industry averages. The following is from a slide in their final presentation labeled FCA SUMMARY.

- Overall condition of observed facilities is better than ISES typically finds on university campuses.
- The majority of the backlog issues can be characterized as required by aging systems reaching the end of their useful service life, rather than systems that have been neglected and are in poor condition – these are primarily HVAC issues, which is typical of buildings of this size and age.
- The vast majority of the backlog issues will need to be taken care of within the next three to five years or conditions on campus will begin to rapidly deteriorate.

In addition, Housing has completed a Market Study Analysis this past year with Brailsford & Dunlavey to assess the current market demand and anticipated future growth for Housing and UWG. This report aids in the development of a Master Housing Renovation and Construction Building Plan. The Executive Summary of this Report has been attached as an addendum “Brailsford & Dunlavey Executive Summary.”

The following page contains a list of the facilities Housing and Residence Life is responsible for overseeing, managing, and if facility space is shared with other departments on campus.
### RESIDENCE HALLS

<table>
<thead>
<tr>
<th>RESIDENCE HALLS</th>
<th>SQUARE FOOTAGE</th>
<th>TOTAL AVAILABLE OCCUPANCY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TRADITIONAL HALLS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOWDON HALL (1/1/1977)</td>
<td>58,797</td>
<td>309</td>
</tr>
<tr>
<td>BOYKIN HALL (1/1/1972)</td>
<td>37,889</td>
<td>174</td>
</tr>
<tr>
<td>DOWNS HALL (1/1/1973)</td>
<td>62,397</td>
<td>291</td>
</tr>
<tr>
<td>WATSON HALL (1/1/1974)</td>
<td>57,036</td>
<td>298</td>
</tr>
<tr>
<td><strong>STROZIER HALL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Main Hall (1/1/1964)</td>
<td>15,684</td>
<td>52</td>
</tr>
<tr>
<td>1st Floor East - Occupied by Learning Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2nd Floor East - Occupied by Learning Support, Ombuds Office, Financial Aid Call Center, Residence Life Support Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annex (1/1/1977)</td>
<td>26,801</td>
<td>121</td>
</tr>
<tr>
<td><strong>Strozier Hall TOTALS</strong></td>
<td>34,643</td>
<td>232</td>
</tr>
<tr>
<td><strong>SUB-TOTAL TRADITIONAL HALLS</strong></td>
<td>250,762</td>
<td>1,245</td>
</tr>
<tr>
<td><strong>ADVANCED ACADEMY - Gunn Hall (11/1/1965)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Wing</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>B Wing</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>C Wing - 1st Floor converted to Advanced Academy Offices</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Gunn Hall Private</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advanced Academy TOTALS</strong></td>
<td>37,916</td>
<td>142</td>
</tr>
<tr>
<td><strong>TYUS HALL (1/1/1973)</strong></td>
<td>51,119</td>
<td>191</td>
</tr>
<tr>
<td><strong>UNIVERSITY SUITES (8/1/2004)</strong></td>
<td>138,950</td>
<td>607</td>
</tr>
<tr>
<td><strong>ARBOR VIEW APARTMENTS (8/1/2005)</strong></td>
<td>189,505</td>
<td>600</td>
</tr>
<tr>
<td><strong>GREEK VILLIAGE (8/1/2009)</strong></td>
<td>88,098</td>
<td>262</td>
</tr>
<tr>
<td><strong>GRAND TOTAL HOUSING</strong></td>
<td>1,007,112</td>
<td>3,047</td>
</tr>
</tbody>
</table>

### IV. Relation to Mission

**Mission of the University of West Georgia**

The University of West Georgia seeks to achieve preeminence in providing educational excellence in a personal environment through an intellectually stimulating and supportive community for its students, faculty, and staff.
Mission of the Department of Housing and Residence Life

To provide comfortable housing, academic support, and opportunities that challenges our residents to succeed.

In regard to the University’s mission, Housing and Residence Life focuses on the “Educational excellence in a personal environment.” As such, HOUSING strives to provide that by offering (1) clean comfortable housing, (2) academic support, and (3) educational and social opportunities.

We are a residential university and as such provide competitive housing options to our students. The departmental mission is to have three tiers of housing options for our students, providing one third traditional community style housing, one third suite style living, and one third apartment style living.

Our staff is committed to serving our students by:

• Creating an inclusive environment where all students excel
• Being a leader in developing enduring connections between residents, UWG, and the Carrollton community
• Offering a superior and enriching employment experience for all staff
• Renovating and constructing desirable and sustainable facilities

Comfortable Housing
Comfortable housing options include traditional/community style living residence halls, suite style living options, and apartment style accommodations. Traditional housing options include Bowdon, Boykin, Downs, Gunn, Strozier, and Watson Halls. Suite style living includes Tyus Hall and the University Suites. Apartment style accommodations include the Arbor View Apartments. Greek Village offers more residential-style living, with chapter/living rooms and kitchens being shared by 6 to 20 residents.

A close relationship between the Director of Housing and Residence Life and the Director of Facilities and Grounds is maintained in order to ensure these residence halls are kept clean and operational. Students are encouraged to report maintenance and housekeeping problems directly to facilities through a web based reporting tool. An e-mail is sent to facilities reporting the problem, the building supervisor (for follow up) and copy for records to the sender.

Academic Support
Academic support is provided through various programming opportunities presented by the hall staff (primarily Resident Assistants) throughout the course of the semester. Resident Assistants (RA’s) assess the needs of their community through various means and provide ample programming opportunities to meet those needs. Since each building has its own specific community, academic support is tailored to the needs of the community.

The Housing and Residence Life staff recognizes that the primary reason students come to the University of West Georgia is to complete a degree. As such, we provide a variety of services
like the aforementioned programming opportunities, Living-Learning Communities and in-hall tutoring opportunities to aid them in reaching their ultimate goal. Other services provided are maintaining courtesy and quiet hours so that the residence halls are conducive to studying.

**Opportunities that challenge our residents to succeed.**

Perhaps the most prominent purpose in the residence halls is that of assisting students in their personal growth and development. Numerous social and educational programs are presented in the residence halls to encourage residents to explore values and social relationships and to apply classroom learning to real-life situations. Additionally, students are afforded the opportunity to be a part of the hall government within the residence halls exposing them to leadership development and institutional involvement. A student engaged outside the classroom is often times a student more often geared for success towards graduation.

While emotional crises are not often times considered positive circumstances, some of Housing and Residence Life’s greatest personal connections comes between a staff member and a student during and after crisis. Our training and availability 24/7/365 to our residents’ needs often results in conflict negotiation skills acquisition and emotional development of our residents during this personal and interactive time with our staff.

In Housing and Residence Life, we strive to develop multiple different opportunities where students can connect and feel a personal connection with UWG. When they feel connected, they feel committed. When committed, they know how to seek out resources and increase their changes for matriculation through their classes towards their ultimate goal of walking across the stage at graduation.

**IV. Goals**

Our goals, based on the Strategic Plan for UWG, continue to be the following. Eight goals of the UWG Strategic Plan have direct connection to Housing as such form the foundation of our internal goals. Our goals for the next two years include:

- **UWG Goal 2:** Every undergraduate student will be advised to take advantage of multiple learning communities. Learning communities that are available to students will include communities organized by living arrangement, by year in program, by other co-curricular associations – Honors Program, Advanced Academy, Band, Athletics, Debate, or program in the major.
  - Identify and have building supervisors make personal contact with students whose Fall GPAs are below 2.80 (but not those students on academic probation).
  - Assist the Excel Center in connecting with residential students who are on academic probation.
  - Invite faculty or non-Housing staff into the residence halls at least once each month to interact with students.
  - Develop one new living-learning initiative for the 2011-2012 academic year – Accomplished (3 new developed for FY2012).
  - Develop and implement an assessment tool for the RPM experience.
UWG Goal 3: Increased enrollment in graduate programs, including doctoral programs, that have as their mark practical professional purposes but that are also consistent with the blending of liberal education and professional preparation.
- Increase graduate staffing from current level of 7, replacing professional RLC staff as they transition out of position – Accomplished
- Increase student employment opportunities in the Department – 25 new Student Assistant Positions created in FY2012

UWG Goal 4: The University will maintain an environment that is safe and conducive to learning and growth.
- Spend $50,000 on hall public area upgrades - Accomplished
- Finalize a 5-year renovation plan for all traditional halls – Accomplished Bowdon, Boykin, Downs and Gunn.
- Create strategies to reduce propped doors and increase hall security
- Increase cameras and other safety strategies – 4 new cameras installed in FY2012
- Create a routine painting schedule on a 5-year cycle
- Increase curb appeal of all residence halls – Accomplished, will continue to increase standards
- Created an in-house facilities assistance team (trash pick-up, light move crew, etc.) - Accomplished
- Invite SGA to walk halls during on campus safety walk

UWG Goal 5: Provide a balanced variety of cultural, recreational, leisure, and informal education programming opportunities for faculty, staff, and students that enhance the quality of campus life.
- Conduct a department wide review of the effectiveness of our programming efforts and whether the implementation of paid ARHC Executive Members is having a positive impact on enhancing our on campus quality of life as related to ARHC

UWG Goal 6: Improve the compensation and working environment of faculty and staff in order to recruit and retain the best.
- Continue to increase RA and RPM compensation – RA compensation increased in FY2012
- Create a plan for professional, student and support staff development – In Process
- Continue to improve RLC office workspaces
- Purchase and implement usage of assignments software for department's needs (same goal from 08/09, implementation occurring in Feb. 2011) - Accomplished
- Renovate at least half of staff apartment kitchens and bathrooms in traditional halls – In Process

UWG Goal 9: West Georgia will develop several new facilities to improve quality along with enrollment growth. These facilities will include an athletic complex on a 240 acre campus annex that will contain a football stadium, soccer fields, softball fields and more. A living community adjacent to the campus that will host a Greek Village for fraternities and
sororities and commercial enterprises, and an evolving residence hall enterprise that will be designed to maximize the interaction of living and learning. Also in the plans are new classroom spaces for Nursing, Art, and Geosciences.

- Develop and complete a Housing Master Plan to include renovation and/or new construction initiatives. (See Renovation and New Construction goals section below) - Completed
- Implement strategies to create a 5% reduction of our utilities consumption – In Process

UWG Goal 12: Community Relations: It is the University’s responsibility to engage the local community educationally, culturally and recreationally with the university. One of many avenues to accomplish this is to enhance the university’s service to the community.

- Host at least one large-scale community service event each semester - Accomplished
- Increase communication with off-campus Housing Units - Accomplished
- Develop a community service plan for the Department – In Process

Housing Goals not aligned with UWG Strategic Goals:

- Seek assistance from a UWG academic department or student, in developing a marketing plan for our departmental program and/or initiatives
- Develop a schedule by which departmental publications are updated on an annual basis
- Increase resources provided on Housing website – In Process
- Research and implement new strategies (via innovative technology) to increase student resources/information on the Housing and Residence Life website - Accomplished
- Conduct at least three assessments of students/non students effected by major administrative operation procedures or functions (i.e. room change, move in day, room sign up, contract appeals process)

The following goals outline those related to renovation and new construction growth.

Our Housing facilities are a mix of new construction and outdated double-loaded traditional style residence halls. The traditional halls are less than desirable because of built-in metal furniture and unattractive community bathrooms. Many would call them institutional. Our newer stock of residence halls were built in 2004 and 2005, and include approximately 1200 beds in suite and apartment style layouts. These newer halls are occupied approximately by 30% first-year students and 70% upperclassmen. The traditional residence halls, built between 1964 and 1977, house approximately 1,250 of our first-year students and have had only minor upgrades (such as paint, carpet, and roofs) to maintain their existence. Significant changes are necessary for us to compete with peer institutions in Georgia and the Southeast.

Phase I – Timeline: To be available for occupancy 8/1/2012
- 600 bed residence hall with single and double bedrooms, private and shared bath in unit

Phase II – Timeline: To be available for occupancy 8/1/2013
- Take Boykin Hall and Downs Hall offline, demolish, re-build 465 bed new residence hall on site
- Construct 18,000 S.F. dining facility (300 seats)(Insert for notation purposes, Housing not directly responsible for plans and details related to dining)
- Bowdon Hall offline, complete internal and external grounds and aesthetic envelope renovation
- Gunn Hall, undergo internal renovation during Summer 2012 and Summer 2013 in two phases
Phase III – Timeline: To be available for occupancy 8/1/2014
- Watson Hall offline, return to University Property

Phase IV – Timeline: To be available for occupancy 8/1/2015
- Consider and assess priorities for upgrade/renovation to Arbor View, University Suites, Tyus Hall, Strozier Complex and Greek Village

These proposed projects will increase morale for the entire UWG community. When it comes to recruitment, satisfaction with on-campus accommodations increases retention and graduation rates. Together with the many other new construction projects that have gone up at UWG, these projects will further define the success UWG is generating.

The following is justification for what each phase accomplishes for Housing:

Phase I allows UWG to open some surge space that will allow older halls to come offline permanently or for renovation.

Phase II will include the demolition of Boykin and Downs Halls. Downs is currently our second least requested hall. The multi-tiered layout of Downs makes ADA improvements challenging and very costly. Boykin, while smaller than Downs Hall, shares similar concerns such as ADA enhancement challenges. Boykin also sits on a footprint of campus real estate that alongside Downs Hall would make an excellent location for a new, larger residence hall.

This demolition and re-build will offer an opportunity to build something eye-catching for visitors. Visitors to the new building will immediately notice the attention to detail and quality facilities we provide for our students to live and learn in. This location is nicely situated. It is directly in front of the proposed location for a new dining hall, further increasing the value of this location.

Another Hall, Bowdon Hall, also comes offline for renovation. This hall is one of our most popular as it has a welcoming front door to campus, but it needs to be refreshed. Bowdon is also the easiest building to make ADA improvements in, which are critical improvements to our east side of campus.

During this time, the renovation of Gunn Hall (Summers 2012 and 2013) will also occur. This hall is one of our most highly demanded traditional residence halls because it offers a small community of about 180 students. Gunn has already had significant ADA upgrades.

Upon completion of Phase II, Phase III will include Watson Hall coming offline indefinitely. This building is complicated to maneuver and is one of the most undesired residence halls. Watson is plagued with extensive plumbing problems and costly internal repairs, as confirmed by a national outside facilities assessment firm.

Finally, all other halls will be re-evaluated, and prioritized for our next phase of renovation and/or new construction needs.

VI. Critical Success Factors (CSF’s)
The Department of Housing and Residence Life has several critical success factors, all of which are imperative to the growth and success of the department. Each CSF is dependent on another, and as such we strive to provide and improve these items.

Acquiring and retaining our customers (students) is a definite critical success factor for our department. Without students in the beds on campus, we are unable to meet revenue projections in order to sustain our department. It is vital to our operation to be able to acquire and retain students in on-campus housing. We do this in a variety of ways. We strive to provide competitively priced housing options. We also provide a plethora of options, which are described in the first section of this plan. One of the ways we ensure that a certain number of beds are filled is by having a policy in place (freshmen residency requirement) to require students to live on campus. We work to provide good customer service in order to retain students in on-campus housing by providing our staff with extensive training.

During this past academic year, we saw on-campus occupancy grow from 90% to 95%, a 5% increase from previous year.

Customer satisfaction is another CSF concerned with our department. While we strive to make everyone happy, this is at times not the case. We are an educational institution and as such the correct answer for a student’s educational development is not always the answer that will make them happy. An example of a way we work to provide good customer service is through a liberal room change process, allowing students to change rooms as often as they wish. Another service we instituted a number of years is a 24/7/365 student dispatch desk where all on-campus residents can call for any assistance, desk staff then refer calls to duty staff via duty carried radios.

Another way we try to improve customer satisfaction is through our satisfaction survey each Spring semester. This survey encompasses many aspects that relate to how well we are providing our service to the students. We have recently decided to change our implementation date from Spring to Fall so the results learned can be applied to the Spring Semester, the current assessment pool. This allows our customers, our residents, to see we’re listening to their feedback and making changes to improve their living conditions. We are doing this in hopes that it will increase the number of freshmen who remain on campus for the following year(s).

The quality of our housing options is critical in our ability to succeed. The housing options, while extensive, are in some places inadequate in comparison to the newer buildings on campus. We also face a challenge in recruiting new students, because many of the institutions with which they are comparing us have much newer Housing facilities than UWG. Furniture and building aesthetics have aged considerably over the years. Some older buildings have seen improvements through renovations or interior decorating that has transpired in the past to improve the quality of the buildings.

One critical success factor where the department has made some extensive changes in the recent past is in the area of staffing. This change in staffing has caused challenges as multiple individuals learn their role and position within the department. With new staffing comes new reporting structures and job expectation shifts. This has caused the department the greatest
challenge recently. Below is a summary of personnel changes within the mid-management level in the last 2 years.

- New Front Office Manager replaced Front Office Administrative Assistant giving direct supervision for all front office staffing to this individual.
- New Facilities Manager will report to Assistant Director of Facilities Management for Housing and share functions related to facilities as Housing liaison to facilities and grounds and AECS support offices.
- New Business Operations position in FY2011 is transferred to Assistant Director for Financial Operations after the incumbent accepted another position across campus. This position will still assume all budgetary and reconciling functions of the department as well as other fiscal monetary control procedures and recommendations for the future fiscal success of the department.
- Developed 2-Area Coordinator positions, then increased to three, and moved their responsibilities from central office to hall-based office management supervising three areas of campus

In addition to all the above professional staffing changes, another major change would be in the staffing of our residence halls. We have successfully added additional RA’s to meet our departmental standard of 30 freshmen residents per RA and 45 returning student residents per RA. In addition, we are in our second year with graduate student live-in hall director vs the previous professional staff hall coordinators. These graduates are in the Student Affairs Masters Program at UWG and adding a whole new level of commitment and involvement to our department.

Another area where we have seen solid improvement compared to past reports is in the area of student employees. The average turnover and loss of staff between Fall and Spring has sometimes reached and averaged in the upper teens. We have regained much control and improve our turnover rates these past two years. In addition, we have grown our student staff program by almost 10 students with increased student assistants in the following areas:

- Front Office Assistants
- Budget and Reconciliations Assistants
- Grounds and Janitorial Assistants
- Moving and Facility Operations Team
- Student Assistant for Assistant Director for Residence Life

In addition, there are plans to add the following student positions:

- Student: Security patrol force
- Student: Light maintenance task force
- Student: Additional grounds and janitorial assistants
- Student: Trash, garbage and recycling staff

VII. Revenue Sources

Sources of revenue derive from student housing through housing fees, social fees and the Residential Peer Mentoring (RPM, previously FYRST) fee. Each fee is based on parts of our mission. The housing rate is for renting the space in their specific living environment. The
social fee is designed to supplement programming efforts and is kept in a student fee account. Living Learning Community (LLC) fees are developed for the unique needs of each of our 4 living learning communities currently in existence in FY2012. The Department of Housing and Residence Life used to receive a small amount of E&G funds, which were used for student academic staffing needs. Beginning in FY2011, those funds were discontinued, as part of moving towards operating as an independent auxiliary.

**Revenue Projections**

In order to discuss revenue projections it is necessary to discuss occupancy projections as well.

Occupancy projections are based on a percentage of students housed as that relates to enrollment projections.

Following is a summary of enrollment compared to housing, past and forecasted:

<table>
<thead>
<tr>
<th>FY</th>
<th>Tot UWG Enroll</th>
<th>Bed Avail. (Per Sem.)</th>
<th>Total Occupied (FA &amp; SP Semesters)</th>
<th>% Occupied for FA, SP</th>
<th>% of Enrollment</th>
<th>Summer Occup.</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>10216</td>
<td>2356</td>
<td>4396</td>
<td>93.3%</td>
<td>21.5%</td>
<td>176</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>10154</td>
<td>2745</td>
<td>4762</td>
<td>86.7%</td>
<td>23.4%</td>
<td>183</td>
<td>Pritchard offline. University Suites online</td>
</tr>
<tr>
<td>2006</td>
<td>10163</td>
<td>2969</td>
<td>4908</td>
<td>82.7%</td>
<td>24.1%</td>
<td>693</td>
<td>Roberts offline. Arbor View online. High summer occup. reflects 12 mo. AV leases</td>
</tr>
<tr>
<td>2007</td>
<td>10677</td>
<td>2815</td>
<td>4708</td>
<td>83.6%</td>
<td>22.0%</td>
<td>554</td>
<td>Row Offline. High summer occup. reflects 12 mo. AV leases</td>
</tr>
<tr>
<td>2008</td>
<td>11252</td>
<td>2783</td>
<td>4910</td>
<td>88.2%</td>
<td>21.8%</td>
<td>620</td>
<td>Gunn Admin floor offline due to ADA Upgrades</td>
</tr>
<tr>
<td>2009</td>
<td>11500</td>
<td>2783</td>
<td>5051</td>
<td>90.7%</td>
<td>22.0%</td>
<td>194</td>
<td>Lower summer occup. reflects 10 mo. AV leases</td>
</tr>
<tr>
<td>2010</td>
<td>11283</td>
<td>3045</td>
<td>5412</td>
<td>88.9%</td>
<td>24.0%</td>
<td>175</td>
<td>Greek Village online.</td>
</tr>
<tr>
<td>2011</td>
<td>11644</td>
<td>3045</td>
<td>5372</td>
<td>88.2%</td>
<td>23.1%</td>
<td>175</td>
<td>Greek Village online.</td>
</tr>
<tr>
<td>2012</td>
<td>12005</td>
<td>3045</td>
<td>5363</td>
<td>88.1%</td>
<td>22.3%</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>12205</td>
<td>2866</td>
<td>2762*</td>
<td>96.4%</td>
<td>22.6%</td>
<td>175</td>
<td>NEW Suites 4 online. Bowdon, Downs, Boykin offline.</td>
</tr>
<tr>
<td>2014</td>
<td>12793</td>
<td>3315</td>
<td>2916*</td>
<td>88.0%</td>
<td>22.8%</td>
<td>200</td>
<td>NEW Suites 5 online, Bowdon online. Watson offline</td>
</tr>
<tr>
<td>2015</td>
<td>13281</td>
<td>3315</td>
<td>3050*</td>
<td>92.0%</td>
<td>23.0%</td>
<td>200</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>14138</td>
<td>3315</td>
<td>3218*</td>
<td>97.1%</td>
<td>22.8%</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>14756</td>
<td>3315</td>
<td>3349*</td>
<td>101.0%</td>
<td>22.7%</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>15346</td>
<td>3315</td>
<td>3494*</td>
<td>105.4%</td>
<td>22.8%</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>16480</td>
<td>3315</td>
<td>3730*</td>
<td>112.5%</td>
<td>22.6%</td>
<td>250</td>
<td>* = adjusted to FA projected count in order to</td>
</tr>
<tr>
<td>2020</td>
<td>16749</td>
<td>3315</td>
<td>3813*</td>
<td>115.0%</td>
<td>22.8%</td>
<td>250</td>
<td>Compare to total available beds.</td>
</tr>
</tbody>
</table>
The primary explanation for the decrease in occupancy percentage from FY 2006 to FY 2008 is the fact that we increased our capacity by 400 beds. An estimated 1200 beds were brought online through new construction and approximately 800 beds taken offline by returning traditional residence halls to University Administration use.

Revenue projections are based on occupancy, and rate increases are proportionate to the increase in costs. Housing aspires to house 25% of the UWG enrollment. Due to our deteriorating facilities, we believe that has challenged us to meet our goals. With our renovation and new construction plan, we are confident that will have a positive affect on our assumptions. We also take into account our freshmen enrollment and plan to house 75% of our freshmen enrollment with the help of our Freshmen Residency Requirement.

We have aggressively increased housing rates during the past three years to catch up with increased renovation costs. We have done this while maintaining our commitment to affordable housing within the state of Georgia and continue to remain very competitive as compared to peer institutions across the state.

**Pricing/Fee Strategy**

Pricing is based on ever changing market conditions. The housing market in Carrollton, Georgia has grown substantially in the past and is saturated. Pricing of the buildings has generally been competitive with other schools in the University system as well as that of the market in Carrollton.

Recently Brailsford & Dunlavey (B&D) conducted a market analysis of our on campus housing facilities, following is a snapshot of their off-campus price comparison.
B&D also analyzed the off-campus properties by comparing monthly pricing by unit type (Figure 2.4). All rental rates listed are for single occupancy rooms.

<table>
<thead>
<tr>
<th>Property</th>
<th>Monthly Rental Rates for a Single-Occupancy Room by Unit Type</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Studio</td>
</tr>
<tr>
<td>Applegato (Campus Walk)</td>
<td>-</td>
</tr>
<tr>
<td>Ashley Oaks</td>
<td>-</td>
</tr>
<tr>
<td>Azalea Place</td>
<td>-</td>
</tr>
<tr>
<td>Beulah Park</td>
<td>-</td>
</tr>
<tr>
<td>Campus Quad</td>
<td>-</td>
</tr>
<tr>
<td>Canterbury Heights</td>
<td>-</td>
</tr>
<tr>
<td>Carrollton Place / Crossing</td>
<td>-</td>
</tr>
<tr>
<td>Cedar Street Townhomes</td>
<td>-</td>
</tr>
<tr>
<td>Cedar Villas</td>
<td>-</td>
</tr>
<tr>
<td>Chateau</td>
<td>-</td>
</tr>
<tr>
<td>Mandeville Mill Lofts</td>
<td>$535</td>
</tr>
<tr>
<td>River Place</td>
<td>-</td>
</tr>
<tr>
<td>River’s Edge</td>
<td>-</td>
</tr>
<tr>
<td>South Ridge Apartments</td>
<td>-</td>
</tr>
<tr>
<td>The Grove</td>
<td>-</td>
</tr>
<tr>
<td>University Lofts</td>
<td>-</td>
</tr>
<tr>
<td>Waverly Apartments</td>
<td>-</td>
</tr>
<tr>
<td>Woodbury Park</td>
<td>-</td>
</tr>
<tr>
<td>Woodside Villas</td>
<td>-</td>
</tr>
<tr>
<td>Woodridge</td>
<td>-</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td><strong>$488</strong></td>
</tr>
</tbody>
</table>

*Note – Many off-campus apartment units do not include utilities which is extra, the review above does not accurately reflect this additional expense which is included with living on campus.

Our privatized options, as you will see, have been priced competitively about 20% above our off-campus comparisons; however due to some items discussed in the financial plan section, we have been operating at a deficit in these specific buildings. We feel this is due to an increase in the housing options offered off campus, as well as a lack on our part to analyze the financial data to appropriately account for costs and price our options accordingly.

**IX. Financial Plan**

Housing, through strategic rent increases and budgetary management changes, has changed the cash flow bottom line of the department between FY2007 and FY2011. This has been an extremely positive outcome for Housing and Residence Life.

This past year we closed our first year where major areas of our budget transferred from square foot allocated costs to direct charge-back costs. That transition has proven positive for Housing and Residence Life.

The three areas in which we are projecting increased costs in the next five years are salary increases, renovations, system failure and repair. If raises are allowed for distribution, Housing will distribute what is consistent with raises equal to state fund allowances in E&G departments.
Finally, Housing spends considerable attention reviewing our bond-supported properties, the Public Private Venture’s. Currently all PPV’s are operating positive, Greek Village is still requiring equity transfers which we continue to review and discuss alternative pricing models. The following paragraph explains these challenges.

Housing and Residence Life made some positive, but financially negative decisions as related to our Greek Village operating account. While partnering with the Center for Student Involvement, Housing increased staffing dollars in Greek Village by almost $100,000 in its first year to support growing and developing our Greek Affairs program. These staff work and live in the Greek Village and participate in programmatic responsibilities furthering our Greek system. When financially planning for a Greek Village, this conversation was never considered. As such, Housing and Residence Life recognized this positive, but financially negative, decision and transferred approximately $100,000 in staffing dollars from the Greek Village fund account to a department generic fund account, bringing the Greek Village fund balance for FY 2011 back positive.

As you can note in the following financial appendixes, Housing and Residence Life is giving significant time and attention into our financial assessment and management. This time and attention clearly reflects itself more-so this year than any previous year in recent memory history.

X. Performance Measures

Through a series of weekly meetings at all levels of the organization, feedback, assessment, training and implementation are weekly conversations. In addition to our quality of life survey, we have made multiple efforts at acknowledging our strengths and improving our weaknesses. De-brief sessions happen for all major events, recent de-brief’s which have occurred include Move-In Day, RA/RD training and A Year in Review and our most popular Academic/Housing partnership “Carve on the Quad and Safe Treat.”

We have recently developed and implemented an exit survey for students who leave Housing and UWG to assess the reason for leaving on campus housing. Besides to move off-campus for a new experience, we are looking to understand why our students are prematurely leaving the University.

The Director’s team has an open-floor forum for all Housing Staff twice a year where their concerns are heard and recommendations assessed for improvement.

Monthly, our Assistant Director for Financial Operations reviews all financial data, reconciles accounts and reports inconsistencies with our financial plan to the Director. Quarterly financial reports are presented to all budgetary supervisors and reviewed.

In closing, with the change-over from a square foot allocation for facilities expenditures to a direct cost billing method, development of a graduate resident director staffing pattern and the development of a Master Housing Plan, UWG Housing is on the move and going through lots of change.