



## ON-CAMPUS STUDENT HOUSING STRATEGIC PLAN 2014



DEPARTMENT OF  
RESIDENT LIFE  
*Living & Learning Together*  
UNIVERSITY OF MARYLAND

## A COLLABORATIVE PROCESS AND ACKNOWLEDGEMENTS

### COLLABORATIVE PROCESS

The On-Campus Student Housing Strategic Plan is the result of a collaborative effort led by a Steering Committee of University Executive Staff and a Planning Team lead by Hanbury Evans Wright Vlattas + Company. The process included participation by a broad cross-section of students, faculty and staff in a variety of on-campus workshops from December 2012 to January 2014. The Planning Team is grateful to all who devoted their vision, time, ideas and energy to the process.

### ACKNOWLEDGEMENTS

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## EXECUTIVE SUMMARY

“Make no little plans. They have no magic to stir the blood and probably will not themselves be realized.”

Daniel Burnham 1846-1912, Architect & Planner

## *Introduction | A Bold Plan*

The University of Maryland (UMD) On-Campus Student Housing Strategic Plan (SHSP) focuses on University-owned undergraduate residence halls. The vision, goals and actions outlined herein support the University's institutional objectives to:

- Elevate the quality of the undergraduate experience by providing enriched educational opportunities and academic support to students in residence halls through continued partnering with academically-led Living-Learning Programs (LLPs);
- Ensure that Resident Life and Residential Facilities continue to meet the University's culture of excellence;
- Build a residential program that fosters a spirit of engagement and community among students, staff and faculty; and
- Recruit, retain and graduate an excellent and diverse student population.

This Plan outlines a comprehensive renovation and new construction strategy to increase the number of on-campus housing beds from 9,518 beds in 2014 to 10,784 in 2028 including:

- Renovation and renewal of most existing residence halls to provide updated bathroom facilities, study and lounge spaces, new Living-Learning Program space in selected halls that currently do not have this space and utility infrastructure upgrades. These actions will reduce capacity by approximately 550 beds;
- Demolition of Carroll, Caroline, Wicomico and Worcester Halls, and Old and New Leonardtown Apartments reducing capacity by approximately 1,231 beds;
- Reducing triple and quad occupancy in almost 400 rooms, for a net reduction in capacity of 133 beds; and
- Construction of eight new residence halls adding approximately 3,180 beds and two new dining facilities.



### *Imagine...*

Over the next 15 years, the undergraduate residential housing experience at the University of Maryland will be transformed:

- » The existing facility inventory will be enhanced with new study and common spaces, living rooms, and refurbished bathrooms.
- » Serving first- and second-year students, including Freshmen Connection students, will be embraced as the core mission of the on-campus housing program.
- » Accommodations for Living-Learning Programs and other high quality learning communities will be made in additional buildings.
- » A new academic village will be constructed.
- » More appealing new facilities for students will be constructed.
- » Density in residence halls will be reduced with fewer students assigned to triple and quad rooms.
- » Transfer student housing capacity will be expanded.
- » External green spaces throughout the community will be enhanced.
- » Dining facility expansion and upgrades will coincide with residential community enhancements.



There are several Strategic Goals from past University planning activities, and several new initiatives with which the SHSP can align and assist, such as:

**CORE TARGET MARKET**

A focus on all freshmen and sophomore students as the core, high-value mission of the on-campus Resident Life system, relying on other providers to address the majority of the upper-year, off-campus apartment market demand. This will help to improve the College Park, Route 1 corridor adjacent to campus, to attract students currently commuting at a distance from the University, and to improve town/gown relations.

**LIVING AND LEARNING PROGRAMS**

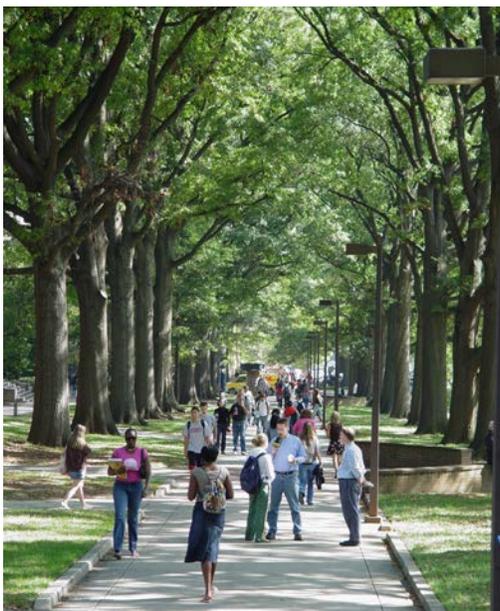
Continued emphasis on the nationally recognized Living-Learning Program (LLP) model for freshmen and sophomore engagement and academic success by inviting every new student into a learning community and outfitting additional buildings to accommodate those program needs.

**RECRUITMENT + SUPPORT OF HIGH ACHIEVEMENT STUDENTS**

Recruitment of high academic achievement students by providing spaces in every building or community supportive of study, access to learning technology, academic activities, and faculty participation.

**ACADEMIC VILLAGE**

Development of a new Academic Village environment that elevates the functional attractiveness of participation in challenging academic programs, attracts highly-talented students and is a visible symbol of the continuing importance of academic rigor at the University.



## OPPORTUNITIES FOR TRANSFORMATION AND ALIGNMENT

### ATHLETE RECRUITMENT AND TEAM NEEDS

Aid in the recruitment of top athletes with space in a new residential facility and an experience that is attractive and supportive of all aspects of student-athletes' academic, personal and team needs.

### UNIT VARIETY AND DENSITY ACROSS THE HOUSING PROGRAM

Expansion of the variety of unit types and availability of single room options through new construction and renovations of traditional halls to attract and accommodate outstanding students, and reduce density in the halls by converting triple rooms back to doubles and some quads to triples.

### LIFE-LONG CONNECTIONS TO THE UNIVERSITY

Focus on community identity, traditions, and opportunities to create memorable spaces and a sense of belonging to a "face-to-face" membership society that will foster advocacy of their residential experience, continuing learning engagement and future alumni support for the University.

### FACILITY ENHANCEMENTS TO IMPROVE THE STUDENT RESIDENTIAL EXPERIENCE

Refresh and enhance the existing residential environments to include better "like-home" living rooms, improved bathrooms, and multi-purpose spaces outfitted to meet the expectations and desires of current and future students.



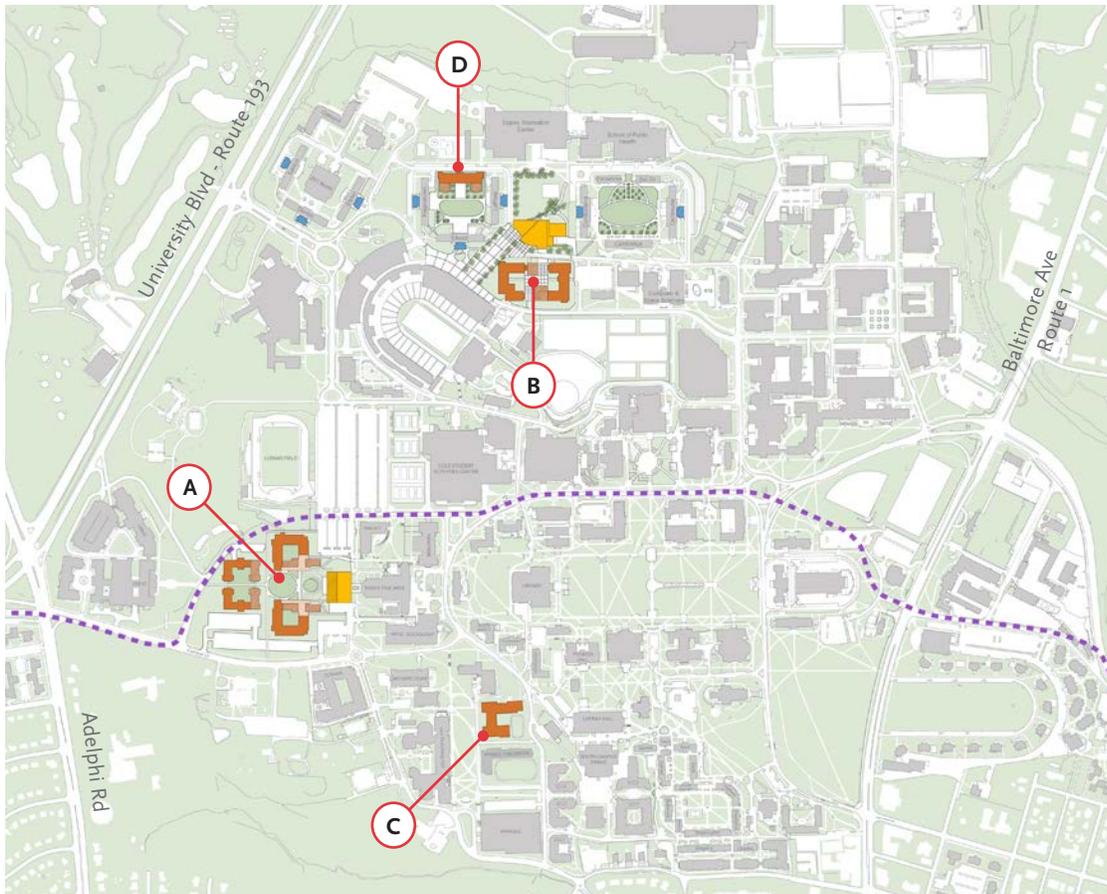
**SUMMARY**

The SHSP outlines a transformative vision for the residential experience.

Included in the SHSP is the demolition of approximately 1,231 existing traditional and apartment-style beds, the loss of approximately 550 beds in the renovation of existing halls, the transition of 400 triple and quad rooms to double and triple rooms, and the construction of approximately 3,180 new residence hall beds to create a more balanced mix of student accommodations to align with student market demand and meet targets for on-campus housing. The total cost of the new and renovated housing facilities in this plan is expected to be a little more than \$700 million. That includes approximately \$548 million for state-funded construction and renovation projects and \$160 million for Public-Private Partnership financed construction projects.

**SITE SCENARIOS**

PROJECT SITE	QTY.	OPENING
<b>A</b> Lot 1 - Phase 1 and 2	800 + 700 Beds	Fall 2018 & 2019
<b>B</b> Varsity Practice Field	880 Beds	Fall 2021
<b>C</b> New North Hill Building	450 Beds	Fall 2022
<b>D</b> New Ellicott Community Building	350 Beds	Fall 2023



2013 SHSP Site Plan

Note: Purple Line route approximate; related site improvements not shown.

New Residential Construction     New Dining Construction / Expansion     Living Room Additions



View towards the Proposed Academic Village and Parking at Lot 1 with dining / academic support in the foreground.  
Note: Purple Line route approximate; related site improvements not shown.



View towards Proposed New Varsity Practice Field Housing and Dining, Ellicott Community and Cambridge Community.





## DEVELOPING A HOUSING STRATEGIC PLAN



Highly talented students will seek out the “Maryland Residential Experience.”

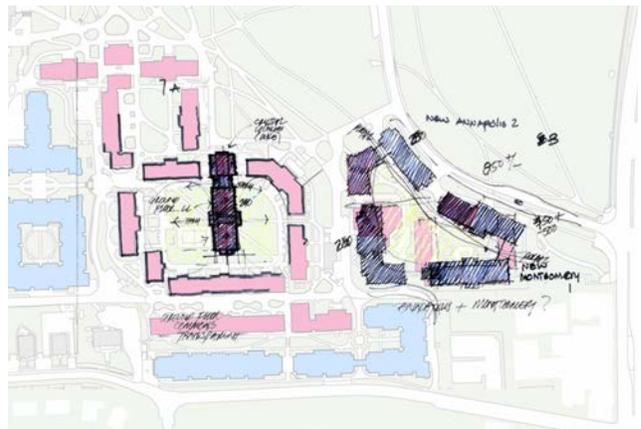
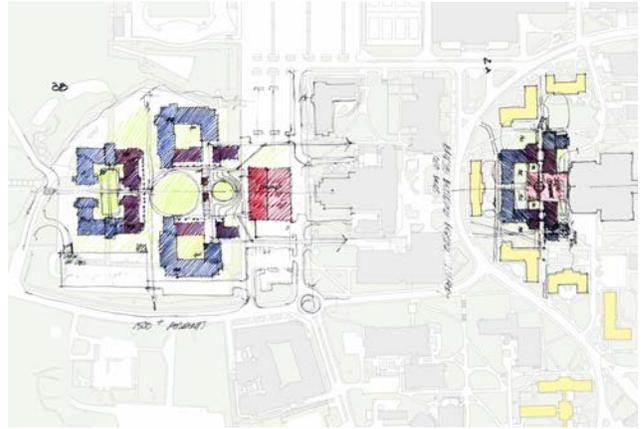


The “Maryland Residential Experience” will be known for the strength and diversity of its learning communities.

These communities will be a catalyst for a lifelong love of learning and an unbreakable bond between students and the university.

## THE UNDERGRADUATE RESIDENTIAL EXPERIENCE AT THE UNIVERSITY OF MARYLAND

- The undergraduate residential experience at the University of Maryland will be transformed.
- The University will build on our successful history to establish a residential program and living and learning experience that is a model for American higher education.
- Highly talented students will seek out the “Maryland Residential Experience.”
- The Maryland Residential Experience will be global, diverse, and offer compelling evidence of academic success. The residential component of the Maryland Experience will thoughtfully complement the academic experience of UMD students and be seen as a critical component of student success and achievement.
- Every new resident will be invited to membership in a high-quality learning community designed to facilitate his or her academic success and path to graduation. These communities will enable residents to create immediate connections with fellow students, faculty, and staff. They will provide a conduit for the personal drive, goals, and thirst for productive engagement that each student brings to the university.
- The Maryland Residential Experience will be known for the strength and diversity of its learning communities. Each learning community will be developed under rigorous standards. Offerings will include a rich catalogue of Living-Learning Programs, residential-academic enrichment programs, and residential college programs.
- Every resident will feel a sense of belonging to their residential community, participate in governance and leadership, and learn the history, traditions, and lore of their residential community.
- These communities will be a catalyst for a lifelong love of learning and an unbreakable bond between students and the University.
- The University will create environments that emphasize service to the campus and local communities. Students will experience the excitement of living in the Baltimore-Washington metropolitan area and its offering of cultural, historical, social, career, and political opportunities unavailable elsewhere in the world.
- These communities will provide opportunities for students to create networks that will enable their success for the rest of their lives.
- New and rejuvenated residence halls will reflect and reinforce the “Maryland Residential Experience.” Residence halls will be academically-oriented regardless of program affiliation and technologically equipped with seminar, classroom, and study spaces.
- Residence Halls are students’ homes while here and will include inviting, safe, secure, comfortable, and barrier-free communal spaces where students can congregate, socialize, study, and interact with each other and with faculty and staff.



## PLANNING PROCESS

The SHSP was shepherded by a Steering Committee composed of Resident Life, Residential Facilities and Student Affairs staff. In addition, an Advisory Group made up of a cross section of University professional staff and the RHA President was convened at the beginning and end of each phase of the work to provide a broader prospective on proposed tenets of the planning process.

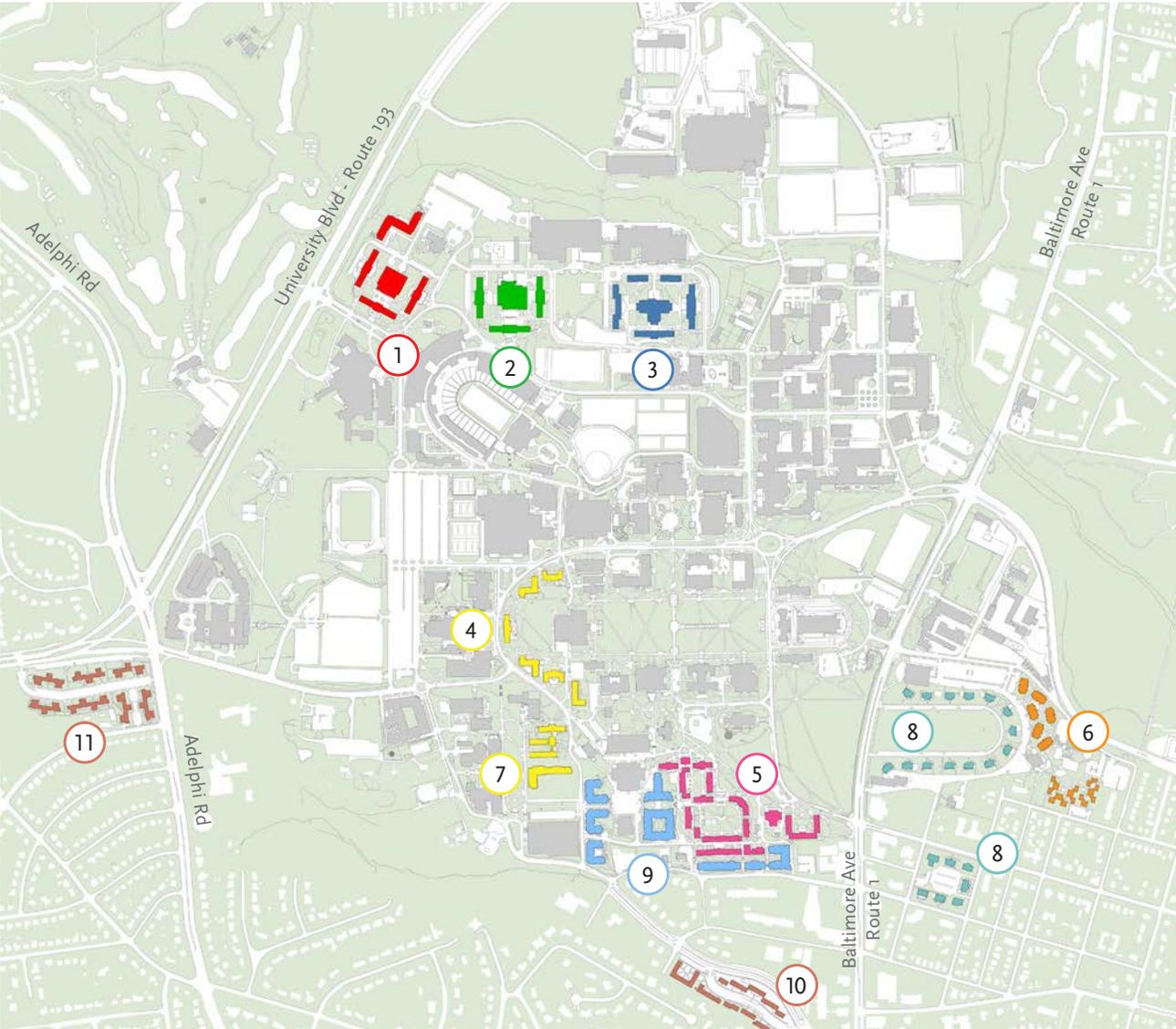
The process of gathering information for this plan included:

- Interviews with key University stakeholders including students, faculty, professional and student staff, University executive and administrative staff;
- A visioning session with professional staff to define a comprehensive vision statement for Resident Life and Residential Facilities staff;
- A session to develop guiding principles for the planning process and resulting strategic plan;
- Walk-through of existing housing and dining facilities, including review of physical condition status and appropriateness for renovation or demolition;
- Review of housing operations financial information, including the collection, review, and analysis of current operational data;
- During the planning process enrollment projections were discussed with University administrative and executive staff. It was agreed that the plan would take a conservative approach and assume a zero growth rate in undergraduate enrollment over the life of the plan;
- Review of the 2011 Student Housing Market Study to verify resident sub-groups and target market;
- Identification and location of each Living-Learning Program (LLP) in the existing residence halls and the development of an ideal LLP residential program;
- An exploration of the housing capacity needed to meet demands of first- and second-year students and to maintain UMD's competitive position among its peers;
- An investigation of available sites for housing with UMD campus planning staff and the development of site and opportunity analysis diagrams including bed count density tests on potentially available sites for new construction; and
- A financial pro forma with timeline of improvements from 2015 to 2028.

# CURRENT HOUSING SITUATION

In 2013 the University of Maryland had approximately 9,054 beds of on-campus housing in undergraduate residence halls. These facilities, their unit type and location of Living-Learning Program space are described in the following pages.

HOUSING IN STUDY	RESIDENTS	HOUSING NOT IN STUDY	RESIDENTS
1 Denton Community	2,386	7 Prince Frederick Hall	464
2 Ellicott Community	1,782	8 Greek Housing	1,273
3 Cambridge Community	1,538	9 South Campus Commons and The Courtyards Apartments	2,926
4 North Hill Community	1,207	10 Graduate Gardens	145
5 South Hill Community	1,487	11 Graduate Hills	331
6 Leonardtown Community	654		



HOUSING CONTEXT IMAGERY



*View towards Easton Hall*



*View towards Hagerstown Hall*



*View towards Bel-Air and Centreville Halls*



*View towards Anne Arundel Hall*



*View of Queen Anne's Hall facade*



*View towards Anne Arundel Hall*



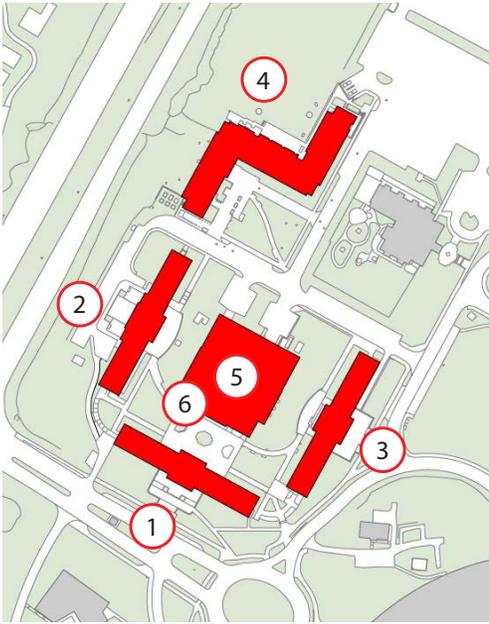
*View towards Oakland Hall*



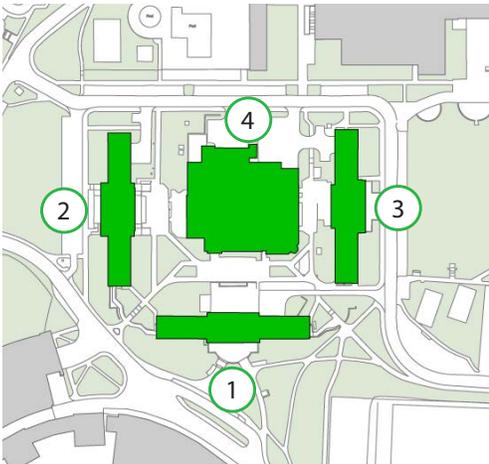
*View of Calvert Hall*



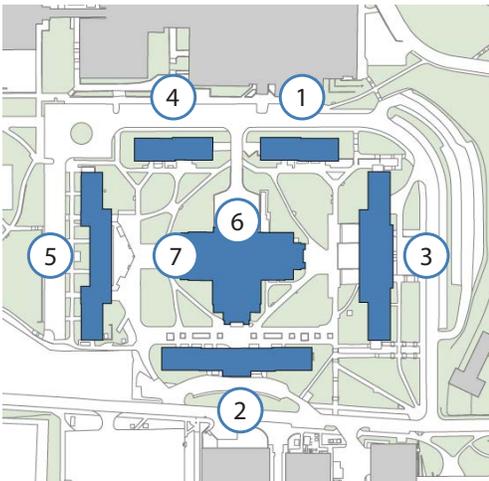
*North Hill Community walkway*



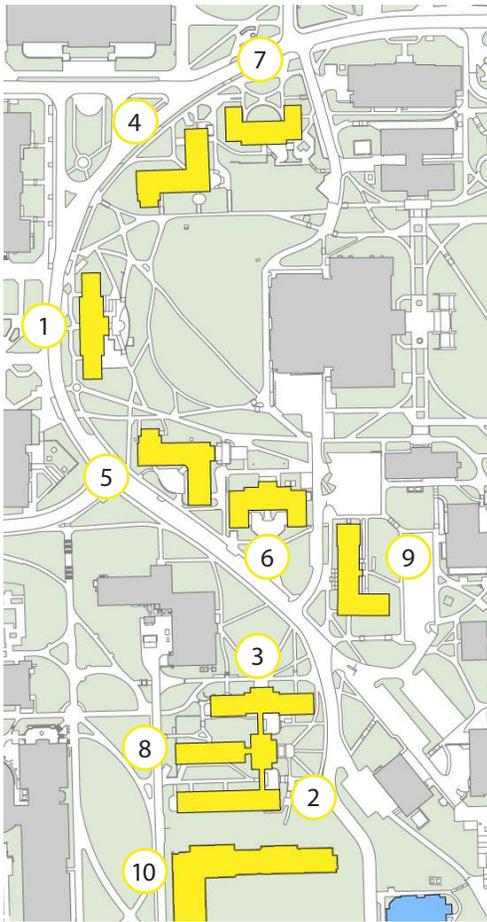
<b>DENTON COMMUNITY</b>		RESIDENTS	TYPE	NOTES - LIVING-LEARNING PROGRAM
①	Denton Hall	555	Traditional	Syn* Quest Collaborative
②	Easton Hall	573	Traditional	Syn* Quest Collaborative, FLEXUS LLP, VIRTUS LLP
③	Elkton Hall	549	Traditional	Syn* Quest Collaborative
④	Oakland Hall	709	Semi-Suites	Syn* Quest Collaborative, Math Success Program
⑤	251 North Dining Facility			
⑥	24 Shop			
<b>TOTAL RESIDENTS</b>		<b>2,386</b>		



<b>ELLICOTT COMMUNITY</b>		RESIDENTS	TYPE	NOTES - LIVING-LEARNING PROGRAM
①	Ellicott Hall	597	Traditional	Gemstone LLP
②	Hagerstown Hall	576	Traditional	Univeristy Honors LLP
③	LaPlata Hall	609	Traditional	Entrepreneurship + Innovation, Integrated Life Sciences Honors LLPs
④	The Diner			
<b>TOTAL RESIDENTS</b>		<b>1,782</b>		

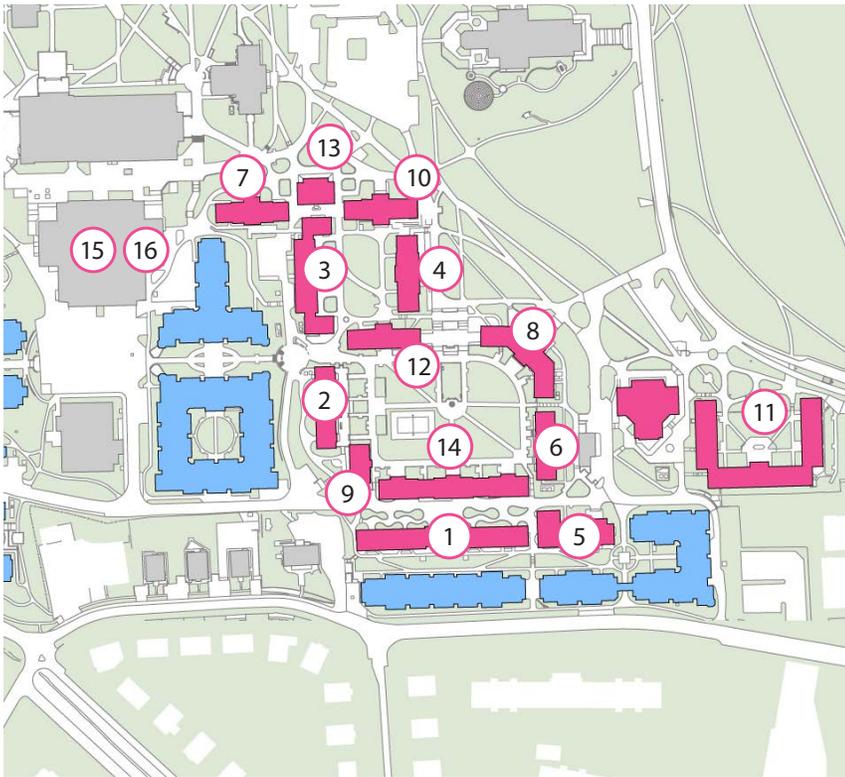


<b>CAMBRIDGE COMMUNITY</b>		RESIDENTS	TYPE	NOTES - LIVING-LEARNING PROGRAM
①	Bel Air Hall	116	Traditional	College Park Scholars LLP
②	Cambridge Hall	234	Traditional	College Park Scholars LLP
③	Centreville Hall	545	Traditional	College Park Scholars LLP
④	Chestertown Hall	124	Traditional	College Park Scholars LLP
⑤	Cumberland Hall	519	Traditional	College Park Scholars LLP
⑥	Cambridge Community Center			
⑦	North Campus Shop			
<b>TOTAL RESIDENTS</b>		<b>1,538</b>		



**NORTH HILL COMMUNITY**

		RESIDENTS	TYPE	NOTES - LIVING-LEARNING PROGRAM
1	Anne Arundel Hall	110	Traditional	Honors Humanities LLP
2	Caroline Hall	127	Traditional	
3	Carroll Hall	121	Traditional	
4	Dorchester Hall	169	Traditional	Jiménez-Porter Writers' House & Global Communities LLPs
5	Queen Anne's Hall	123	Traditional	
6	Somerset Hall	125	Traditional	CIVICUS LLP
7	St. Mary's Hall	103	Apartments	Language House LLP
8	Wicomico Hall	163	Traditional	
9	Worcester Hall	166	Traditional	
10	Prince Frederick Hall * (Opening in Fall 2014)	464	Semi-Suites	Design   Cultures + Creativity LLP & Advanced Cybersecurity Experience for Students (ACES) LLP
<b>TOTAL RESIDENTS</b>		<b>1,671</b>		



**SOUTH HILL COMMUNITY**

		RESIDENTS	TYPE
1	Allegany Hall	202	Suites / Apts
2	Baltimore Hall	94	Suites / Apts
3	Calvert Hall	125	Suites / Apts
4	Cecil Hall	96	Traditional
5	Charles Hall	103	Suites / Apts
6	Frederick Hall	72	Suites / Apts
7	Garrett Hall	71	Suites / Apts
8	Harford Hall	104	Suites
9	Howard Hall	34	Suites
10	Kent Hall	80	Suites / Apts
11	Montgomery Hall	265	Suites / Apts
12	Prince George's Hall	66	Suites / Apts
13	Talbot Hall	44	Suites / Apts
14	Washington Hall	112	Suites / Apts
15	South Campus Dining Hall		
16	Commons Shop		
<b>TOTAL RESIDENTS</b>		<b>1,487</b>	

## SURVEY OF PEER INSTITUTIONS

The planning process included a survey of 15 institutions. The objective of the survey was to research the on-campus student housing and future plans at five of UMD's competitor institutions, five of its academic peers and additional institutions whose vision and programs the University should consider. The Steering Committee provided the competitor and academic peers and collaborated with the Planning Team to provide other relevant examples to consider. Other peer institutions include those universities that high-achieving students in Maryland indicated as their "top choice" schools that also have housing programs of a similar size and scope to the University of Maryland. The final list included:

### COMPETITOR PEER INSTITUTIONS

- New York University
- Pennsylvania State University
- University of Delaware
- University of Maryland, Baltimore County
- University of Virginia

### ACADEMIC PEER INSTITUTIONS

- University of California, Berkeley
- University of California, Los Angeles
- University of Illinois, Urbana Champaign
- University of Michigan
- University of North Carolina, Chapel Hill

### OTHER PEER INSTITUTIONS

- Cornell University
- Johns Hopkins University
- Massachusetts Institute of Technology
- The Ohio State University
- Rutgers University

This survey was conducted by web-based research, email questions and telephone interviews with residence life professional staff from each institution. A standardized set of questions was developed with Resident Life and Residential Facilities staff and sent via e-mail to each institution. The telephone interviews were conducted after the questionnaire was completed and returned to the Planning Team. The elements of comparison included:

- Vision and mission statements for on-campus housing;
- Practices for how housing programs support academics;
- Whether the institution partners with private development groups to provide housing options; and
- How other institutions answer key questions (these were developed with the Steering Committee beforehand).

A summary of the results are as follows.

## Peer Comparison Chart

	Percentage of freshmen housed <sup>1</sup>	Percentage of all undergraduates living in college housing <sup>1</sup>	Notes
<b>University of Maryland</b>	93%	47%	Incoming freshmen are guaranteed housing for one year. No housing requirement for freshmen. About 76% of returning sophomores live on campus.
<b>University of Michigan</b>	97%	34%	Incoming freshmen are guaranteed housing for one year. No housing requirement for freshmen. About 35% of sophomores live on campus.
<b>University of California Los Angeles</b>	93%	35%	Incoming freshmen are guaranteed housing for three years; transfer students are guaranteed housing for one year. No housing requirement for freshmen. About 75% of sophomores live on campus.
<b>University of Illinois Champaign-Urbana</b>	99%	50%	Incoming freshmen are guaranteed housing and required to live on campus for one year. About 20% of sophomores live on campus.
<b>University of California Berkeley</b>	95%	26%	Incoming freshmen are guaranteed housing for two years; junior transfer students are guaranteed housing for one year. About 18% of sophomores live on campus.
<b>University of North Carolina Chapel Hill</b>	100%	46%	All students with less than 30 credit hours of college are required to live on campus. Incoming freshmen are guaranteed housing for one year. About 70% of sophomores live on campus.
<b>New York University</b>	91%	47%	Housing is guaranteed for four years if student remains in campus housing for the whole time. About 78% of sophomores live on campus.
<b>Penn State University</b>	96%	36%	Incoming freshmen are guaranteed housing for one year and are required to live on campus for one year. About 25% of sophomores live on campus.
<b>University of Delaware</b>	94%	44%	Incoming freshmen are guaranteed housing for one year. Freshmen under 21 years old are required to live on campus or at home with a parent or legal guardian if the residence is within a 30 mile commuting distance. About 55% of sophomores live on campus.
<b>University of Maryland Baltimore County</b>	71%	34%	Incoming freshmen are guaranteed housing for one year. There is no housing requirement. Beyond the freshman year, housing is given based on distance students' homes are from campus and not class year. About 52% of sophomores live on campus.
<b>University of Virginia</b>	100%	41%	Incoming freshmen are guaranteed housing and are required to live on campus for one year. About 50% of sophomores live on campus.
<b>Cornell University</b>	100%	55%	Incoming freshmen, rising sophomores and transfer students are guaranteed housing. About 50% of sophomores live on campus.
<b>Johns Hopkins University</b>	99%	54%	First and second year students are required to live on campus and are guaranteed housing. Almost all sophomores live on campus.
<b>Massachusetts Institute of Technology</b>	100%	90%	Incoming freshmen are required to live on campus and are guaranteed housing. The university guarantees eight semesters of contiguous housing. About 75% of sophomores live on campus.
<b>The Ohio State University</b>	91%	25%	Incoming freshmen are guaranteed housing for one year. Unmarried freshman are required to live on campus unless they meet particular criteria. Sophomore data not available.
<b>Rutgers University</b>	85%	53%	Incoming freshmen are guaranteed housing for one year. The university is considering requiring first- and second-year students to live on campus. About 67% of sophomores live on campus.

<sup>1</sup>Data taken from [www.collegeboard.org](http://www.collegeboard.org)

## PEER VISION STATEMENTS

Another element of analysis that was included in the process was to review the vision statements of the peer institution housing systems. These statements were found on the various university websites. Not all have specific statements but, of those who do, some referred to them as a vision while others referred to them as mission statements.

**University of Michigan Housing will become a preeminent residential experience by:**

- Facilitating the transformation of community members into thoughtful global citizens
- Fostering an inclusive environment for growth and learning
- Providing the highest quality environment, services, and programming

**UNC Chapel Hill - Strategic Priorities:**

- Student Success
- Empower resident students to be engaged and involved at Carolina
- Expand peer leadership education for residential students
- Student Self-Awareness
- Create inclusive environments that educate the whole student
- Enhance the identity development process for residential students
- Student Satisfaction
- Meet the demand for on-campus housing
- Increase the level of satisfaction with the student on-campus experience

**University of Illinois:** Communities improving the world.

**UCLA:** UCLA Housing & Hospitality Services will be recognized by internal and external customers, peer institutions and competitors as best-in kind for a wide array of services and products.

**UC Berkeley:** To become the preeminent student services and residential program in the country.

**Penn State:** Penn State Housing, a tradition of excellence and service in residential facilities.

**UVA:** Through our collective efforts, we will deliver a comprehensive array of services at the highest attainable levels of performance.

**Cornell University:** Residential Programs operates under the following values set:

- Academic Success and Intellectual Engagement
- Community Principles
- Diversity and Inclusiveness
- Ethical Judgment and Action
- Health, Well-Being, and Development
- Cornell Traditions and History

**MIT:** Residential Life & Dining is comprised of separate operating units unified by the overarching commitment to improving the residential experience for current and future undergraduate and graduate students. All individual members of the department strive to create a fluid and dynamic student-centered environment, which seeks to reduce operational barriers by consistently examining our policies, procedures and practices. The departmental ethos will never settle for the minimum and always striving for the optimal living-learning environment.

	Vision Statement	Mission Statement	First Year Housing Requirement	First Year Guarantee	Graduate Housing	Family Housing	Variable Rate Occupancy	First Year Experience Program	Live/Learn or Theme Housing	Residential College Programming	House system	Public Private Partnerships	Recent and Future Housing Projects
<b>PEER UNIVERSITIES</b>													
UNIVERSITY OF MARYLAND	•	•		•								•	FY 2011 - 709 UG Beds FY 2014 - 463 UG Beds
University of California, Berkeley	•	•		•	•	•	•		•				FY2012 - 416 UG Beds
University of California, Los Angeles	•	•		•	•	•	•		•	•			FY 2012 - 500 UG Apt Beds FY 2013 - 1,525 UG Beds FY 2014 - 100 UG Apt Beds
University of Illinois	•	•	•	•	•	•	•		•			•	FY 2010 - 482 UG Beds FY 2013 - 480 UG Suite Beds FY 2016 - 500 UG Beds
University of Michigan	•	•		•	•	•	•	•	•	•			FY 2012 - 540 UG Beds FY 2014 - 1200 1st Yr Beds
University of North Carolina at Chapel Hill		•		•	•	•	•	•	•			•	FY 2006 - 917 UG Beds FY 2008 - 485 UG Beds FY 2015 - 500 UG Beds
<b>COMPETITORS UNIVERSITIES</b>													
New York University		•		•	•	•	•	•	•	•			FY 2011 - 600 UG Beds (REN) FY2013 - 757 UG Beds (REN)
Penn State University	•	•	•	•	•	•	•	•	•		•		FY 2004 - 900 UG Beds FY 2014 - 144 UG Beds
University of Delaware			•	•	•	•	•		•			•	FY 2005 500 UG Beds FY 2006 -500 UG Beds FY 2008 - 600 UG Beds FY 2017 - 767 UG Beds
University of Maryland, Baltimore County		•		•	•	•	•		•			•	FY 2011 193 UG Beds FY 2016 - 274 UG Apt Beds
University of Virginia	•	•	•	•	•	•	•	•	•	•			FY 2011 - 442 1st Yr Beds
<b>OTHER UNIVERSITIES</b>													
Cornell University				•	•	•	•	•	•	•	•		FY 2005 - 47 UG Beds
Johns Hopkins University			•	•			•					•	FY 2013 - 200 1st Yr Beds (REN)
Massachusetts Institute of Technology	•	•	•	•	•	•	•	•	•		•		
The Ohio State University	•	•	•	•	•	•	•	•	•				FY 2012 - 533 UG Beds FY 2013 - 380 UG Beds FY 2016 - 3875 UG Beds
Rutgers University		•		•	•	•	•	•	•	•	•	•	FY 2011 - 500 UG Beds FY 2012 - 1600 GR Beds FY 2015 - 500 UG Beds FY 2015 - 500 UG Apt

## SUMMARY

- Four out of five of the peer institutions have developed vision statements
- One peer has a first-year housing requirement
- All peers have variable rate structures (meaning they charge students different rates by unit type and occupancy)
  - Three peers vary rate by housing type
  - One peer varies rate based on renovation or new construction
  - Two peers offer all freshmen housing at one rate
  - One peer varies rate by room size
  - One peer varies rate by type of amenities offered
- None of the peers studied have a house system (meaning they do not organize student communities into a four-year living program)
- All peers have plans to add 400 or more new beds within the next two years

## HIGHLIGHTS FROM OTHER INSTITUTIONS

- On-campus housing requirement for first-year students. (Multiple Universities)
- Special living options to provide academic and social experiences in residences. (Multiple Universities)
- Creation of spaces that support collaboration (including virtual collaboration) and more focus on lounge and similar public spaces. (Penn State and others)
- Housing priority for students based on their actual distance from “home.” (UMBC)
- Faculty mentor programs. (UMBC)
- Academic Deans serve as advisors to the first- and second-year students. (UVA)
- All first-year students are required to enter with undeclared majors. (UVA)
- Provisions for in residence libraries, tutoring, classes, and professional staff support the path to college success. (Illinois)
- Guarantee of second-year housing provides continued stability of campus residential life to support academic and social development. (Michigan and Cornell)
- Housing all freshmen together on campus to improve the effectiveness of programming for the entire freshman class; provide an opportunity for each freshman class to develop its own sense of identity; and enable the class to take full advantage of its diversity. (Cornell)
- Housing upper-level students together on campus to provide them with an actively engaged community of their own—one that fosters personal discovery and growth, and nurtures scholarship and creativity in an environment of collegiality, civility, and responsible stewardship. (Cornell)
- First-year housing assignments based on geographic diversity in support of global networking. (NYU)
- Construction of more double, triple and quad rooms with fewer single rooms in order to provide more shared public space in residences. (MIT)
- Provisions for kitchens to self-cook meals and /or provide cooking instruction in support of healthy living. (Rutgers and others)

## RATE STRUCTURE ANALYSIS BY UNIVERSITY

Another aspect of comparison of peer institutions was room rate structure. The table below represents the following summary of findings:

### Competitor Peer Institutions:

- All competitors' rates vary by occupancy
- Three competitors' rates vary by housing type
- Only one competitor's rates vary based on new or renovated construction
- Two of the competitors offer all freshmen housing at one rate

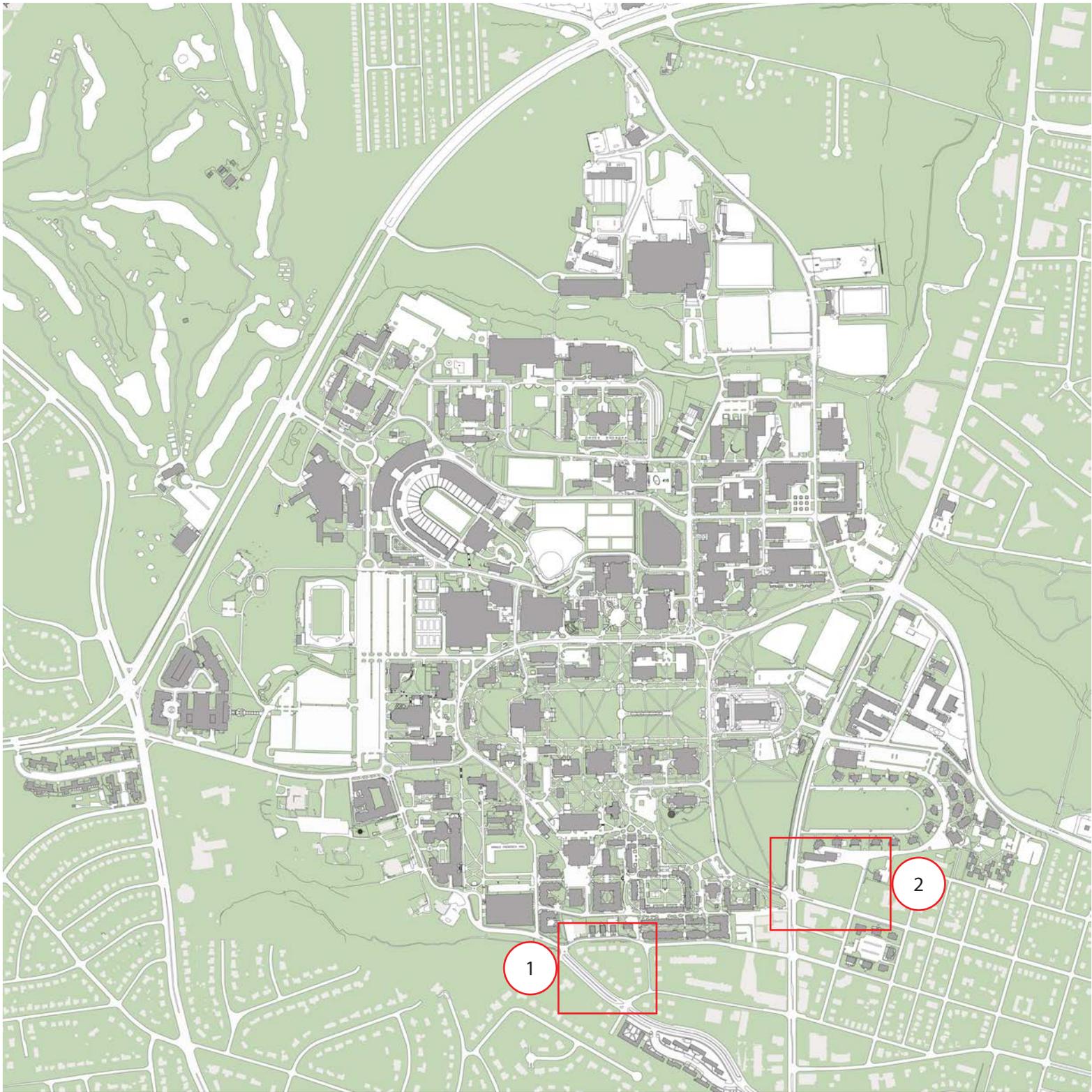
### Academic Peer Institutions:

- One peer includes room size in the basis of their rate structure
- All peers' rates vary based on occupancy and housing type
- None of the peers' rates vary based on new or renovated construction

### Other Peer Institutions:

- One peer's rates varied by type of amenities offered
- All peers' rates varied based on occupancy and housing type
- Two peers' rates vary based on new or renovated construction

	OCCUPANCY (SINGLE, DOUBLE, ETC.)	ROOM SIZE	HOUSING TYPE (TRADITIONAL, SUITE, APARTMENT)	NEW OR RENOVATED	AIR CONDITIONING	OTHER AMENITIES
University of Maryland, College Park	●		●			
<b>COMPETITOR PEER INSTITUTIONS</b>						
New York University	●		●			
Pennsylvania State University	●	●	●	●		●
University of Delaware	●		●		●	
University of Maryland, Baltimore County	●					
University of Virginia	●					
<b>ACADEMIC PEER INSTITUTIONS</b>						
University of Michigan	●		●			
University of California, Berkeley	●		●			
University of California, Los Angeles	●		●			
University of Illinois, Urbana Champaign	●		●		●	
University of North Carolina, Chapel Hill	●	●	●			
<b>OTHER PEER INSTITUTIONS</b>						
Cornell University	●	●	●			
Johns Hopkins University	●		●		●	
Massachusetts Institute of Technology	●		●	●		●
The Ohio State University	●		●		●	
Rutgers University	●		●			



### OFF-CAMPUS MARKET (SUMMARY OF 2011 REPORT AS BACKGROUND)

In 2011 Anderson Strickler, LLC completed a student housing market study that looked at all housing options both on and off campus. Demand for more diverse unit-type inventory in on-campus housing was one key finding of the study. The Steering Committee and Planning Team considered the findings of this report in determining the expected student demand for on-campus housing as well as the types of housing units to provide to students.

During interviews for the SHSP, campus stakeholders and university leaders cited several off-campus, private student housing initiatives being planned (see below for map locating these properties). These projects were listed in the May 2013 edition of the College Park Development Update:

- ① Knox Village located at Knox Road & Guilford Drive
  - 1,550 beds - Mix of apartment and townhomes between 7 buildings on six acres
  - 12,000 sf retail
  - 470 parking spaces
  - Detailed Site Plan submission August 2013
- ② Maryland Book Exchange located at 7501 Baltimore Avenue
  - 287 units (maximum of 855 beds)
  - 13,844 sf of retail - bookstore as the anchor
  - Construction underway as of March 2014

In developing the recommendations for this strategic plan, both future projects and recently completed student housing projects were evaluated with respect to the future capacity and unit type of the campus housing system.

### MARKETING EMPHASIS

The strength of the housing operation both from a Resident Life and Residential Facilities standpoint, and the continued commitment to Living-Learning Programs in the halls is a signature of the University of Maryland experience. From a marketing perspective, the provable outcomes of UMD's two-year Living-Learning Programs that focus on freshmen and sophomore academic success cannot be as successfully duplicated in off-campus housing due to the operational expenses that make private development pro formas difficult. Resident Life and Residential Facilities leadership needs to continue a long history of building solid connections with academic programs and partner with Admissions staff to craft a marketing package that trumpets this on-going commitment. Key to this, also, is renovation of existing halls to improve common spaces, bathroom facilities and academic resource spaces. Also, new housing and dining is key to being competitive not only for top quality students but also as the University competes with its Big 10 peers.



### GOALS OVER THE LIFE OF THE STRATEGIC PLAN

Every strategic plan needs clearly defined goals that can be used to define and evaluate decisions. These goals are important not only during the planning process but also as the plan is implemented over time. Conditions that are relevant during the plan's formation will change but the right goals can help future decision-makers facilitate a productive dialogue.

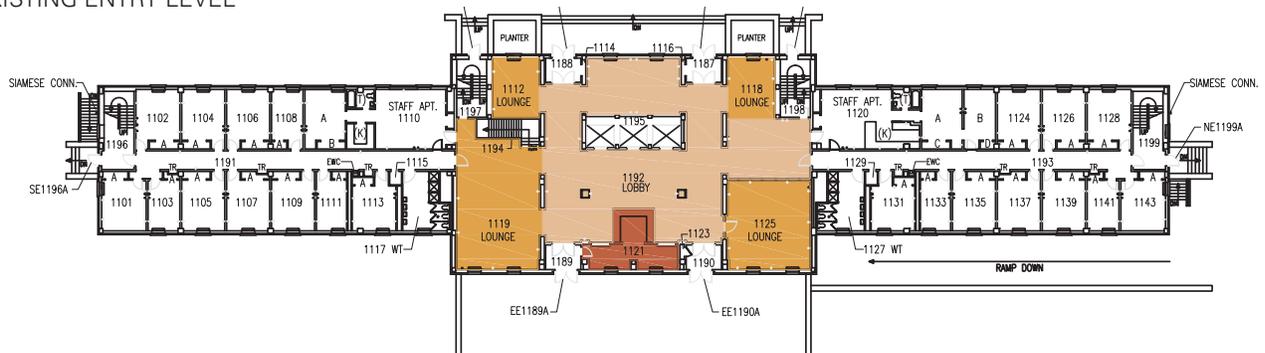
The goals for the SHSP were developed over a series of workshops and incorporate input from a wide variety of stakeholders. They represent an understanding of current conditions within the halls and the magnitude of the tasks ahead. They are the aspiration of Resident Life and Residential Facilities leadership and are influenced by the University's overall mission and vision. They represent an understanding of what the University needs to accomplish to effectively compete and also a commitment to meeting student needs for community so they can focus on academic endeavors.

1. Renovate existing buildings that may include:
  - Creation of spaces appropriate for Living-Learning Program accommodation
  - Improvement of bathroom facilities, student common spaces including floor study and lounge spaces, and construction of first floor living rooms
  - Completion of program to install air-conditioning in eight residence halls that began in 2008
2. Reduce the number of triple and quad room occupancies by eliminating extra beds in selected rooms
3. Build new residence halls that will reinforce, invigorate, and build momentum for University initiatives for recruitment, retention and graduation rates:
  - Enhance the Living-Learning Program experiences for students
  - Assist high-achieving student scholar and athlete recruitment
  - Assist in recruitment of transfer and international students
  - Strengthen students' life-long connections to the University
  - Embrace Freshmen Connection students as residents
4. Craft a self-generated (or Public Private Partnership-assisted) debt funding plan

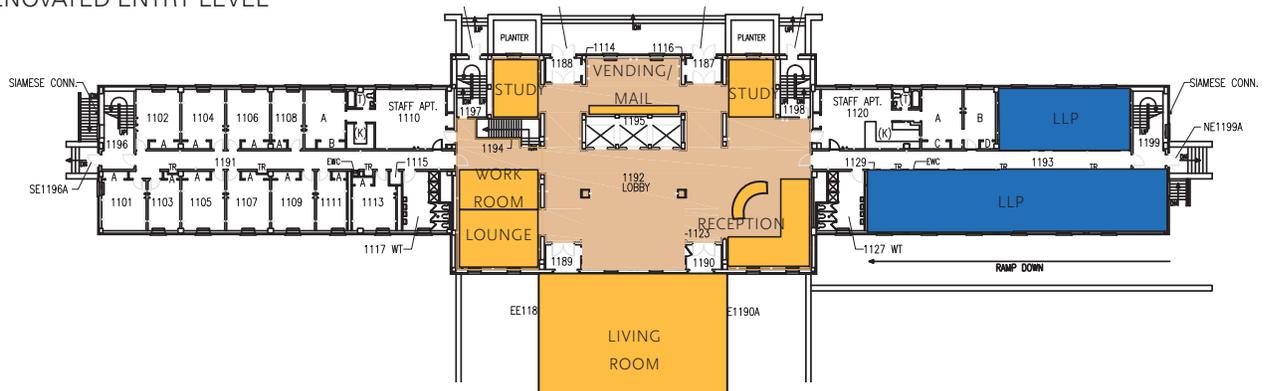
### TYPICAL RESIDENTIAL HALL RENOVATION MODEL

The development of the ideal program included discussions with Resident Life and Residential Facilities staff, living and learning program faculty and general conversations with students. Each of the residence halls were toured and analyzed to determine the impact of incorporating ideal program elements to establish renovation priorities and a budget that could be carried into the financial pro forma. The diagrams provided below are an example of the work for a typical highrise residence hall.

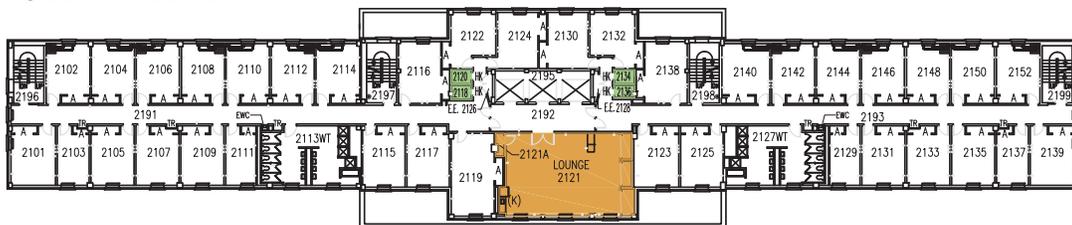
#### EXISTING ENTRY LEVEL



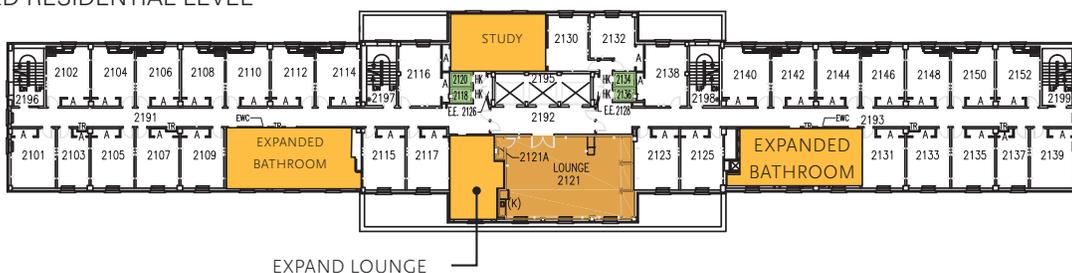
#### RENOVATED ENTRY LEVEL



#### EXISTING RESIDENTIAL LEVEL



#### RENOVATED RESIDENTIAL LEVEL



To meet projected student demand and to achieve Residential Life and Residential Facilities goals, a balanced approach of renovation and new construction has been developed. For purposes of the financial pro forma, the SHSP begins in fiscal year (FY) 2015 and projects out to FY 2028. The starting system capacity, 2028 target population, demolition, building decanting (loss of beds due to renovation) and new construction events are defined in the charts on pages 37-38.

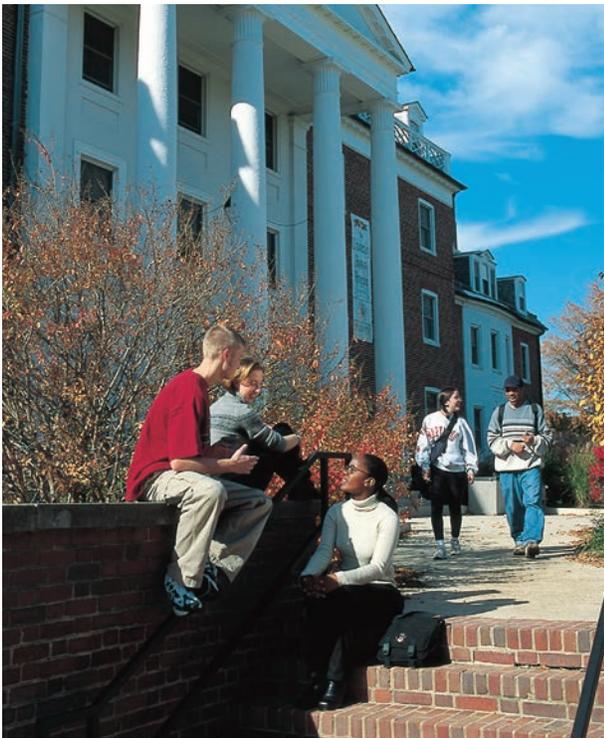


Renovation Precedent Example for Bathrooms, Floor Studies and Lounges  
 Hall Bathroom Enhancements at University of Michigan Couzens Hall (top left) and Floor Lounges at UNCG Historic Quad (top right)



Renovation Precedent Example for Living Room Additions  
 Living Room Additions at the UNCG Historic Quad (bottom)

-  LLP
-  RESIDENCE LIFE
-  RESIDENTIAL FACILITIES
-  MECHANICAL / UNEXCAVATED



EVIDENCE OF ACADEMIC SUCCESS

Decades of research have documented that a relationship exists between living on campus and student retention and graduation (Pascarella & Terenzini, 2005). In a University of Maryland study, students who lived on campus for at least their freshman year were 22% more likely to graduate within four years than students who lived off campus; and students who lived on campus for even one year were 10% more likely to graduate in six years.

A review of the data also shows that living on campus for the first two years was most critical to graduating in four or six years. While the relationship cannot be called causal, the relationship is so strong that it merits consideration in institutional decision-making.





4 What should be in our picture of our future? What should be included? Left on?

Living Learning for all

High volume of student interaction & engagement within the halls

Max. % of student involvement in LLP

High quality, affordable housing styles/option

Include considerations of staying around campus

Living Learning

Supportive + socially challenging environment

Open spaces for students to engage in

Community enhancing experience - In high risk, low high learning - low (costs)

ALL STUDENTS TO GET THE BEST

Source of belonging

One size does not fit all

ALL-DEPT APPROVE THE PLAN

Living Learning

Community

Supportive + socially challenging environment

Open spaces for students to engage in

Community enhancing experience - In high risk, low high learning - low (costs)

ALL STUDENTS TO GET THE BEST

Source of belonging

One size does not fit all

ALL-DEPT APPROVE THE PLAN

Living Learning

Community



5 THE FINAL

HOW WILL VISION STATEMENT CHANGE PROGRAMS PEOPLE FACILITIES

WITH WHOM IS THIS V.S. VETTED?

HOW WILL THIS V.S. INFLUENCE/CHANGE MISSION STATEMENTS, ET AL.?

EXTRACT ALL THE 'PREFERRED NUGGETS' OUT + CONDENSE INTO AN INITIAL WORKING LIST OF IDEAS TO CONSIDER

HOW MUCH OF INITIAL/FINAL V.S. CAN WE ACCEPT/ADAPT WITHOUT FULLY VETTING/EVALUATING EACH? (WITHOUT DEFINING THE TACTICS UNDERNEATH)

SAFE TACTICIANS VS. VULNERABLE VISIONARIES (ALL OF THESE VISIONS DERIVED/RETRACED TO FINAL RPT)

FOR YOUR EDUCATION, IT MATTERS WHERE YOU LIVE!



5 TRANSFORMATIONAL

- BUILD ON CURRENT STRENGTH OF LIVING LEARNING PGM.
- "ACADEMIC" EXPERIENCE FOR ALL RESIDENTS
- GLOBAL CONNECTION FOR ALL RESIDENTS
- EXPLOIT OUR LOCAL WASHINGTON CONNECTIONS
- IF YOU'RE A UMD STUDENT WHO WANTS HOUSING, WE ARE YOUR HOUSING PROVIDER
- EVERY HOUSING EMPLOYEE FEELS COMMITTED AT A VERY DEEP LEVEL THAT JOB IS TO HELP STUDENTS SUCCEED IN GRADUATING
- HAVE BRANDING/IDENTITY AT THE COMMUNITY/BUILDING LEVEL
- DEVELOP COMMUNITIES WITH UNIQUE PHYSICAL CHARACTERISTICS/SPACES
- EACH STUDENT CAN FIND THEIR OWN OPPORTUNITIES TO CREATE THEIR OWN RESIDENTIAL EXPERIENCES
- STANDARD AMENITY PACKAGE FOR ALL STUDENTS IN ALL HALLS, ESPECIALLY TECHNOLOGY
- EVERY STUDENT WE HOUSE DESERVES OUR BEST EVERY DAY



The vision statement and guiding principles were crafted over a series of workshops in March 2013 and included members of the Steering Committee and Advisory Group. The vision and guiding principles were developed in two separate two-day workshops during which the large group was subdivided into cafe table-style discussion groups of 5-7 persons each. Each group was given a discussion topic with limited time to discuss, collaborate and record their thoughts. They were then asked to report out to the larger group. Once done, the entire group was given colored dots to vote on the best ideas. At the conclusion of the workshop the priorities receiving the highest number of votes were recorded. In the weeks following, the Steering Committee crafted a series of draft vision statements and guiding principles refining them. The resulting vision and guiding principle statements were presented to the Advisory Group for review and comment. The result of this process is outlined below.

### VISION STATEMENT

Residential learning communities at the University of Maryland are a critical component of a University of Maryland education. The Maryland Residential Experience is notable for its quality, variety, and support of students' academic pursuits. We envision a future where:

1. All residents will be invited into membership in a high-quality learning community that will support their academic success and path to graduation;
2. Our residential communities will be catalysts for citizenship, student engagement, a sense of belonging, and an unbreakable bond between students and the University;
3. Our staff will be purposeful participants in the Maryland Residential Experience.
4. We will construct new and rejuvenate existing residence halls to reflect and reinforce the Maryland Residential Experience.

### GUIDING PRINCIPLES

1. Our housing program will contribute to the University's mission and enhance UMD's ability to recruit, retain, and graduate outstanding students across the spectrum of academics, the arts, and athletics.
2. Living-Learning Programs are central to the Maryland Residential Experience. We will collaborate with academic programs and campus offices to expand these opportunities and create a variety of learning communities in our halls.
3. We will create communities that are inclusive and supportive of diverse and global identities. We will model unconditional respect and acceptance, encourage a culture of leadership and service through active engagement, and promote the learned behavior of responsibility within community.
4. Every resident will live in a safe and comfortable environment and have access to communal gathering spaces where they can congregate, collaborate, study, and socialize.

## TARGET POPULATION

### OVERVIEW

With more than 9,000 on-campus student residents and much private sector development potential, the Steering Committee evaluated comments offered by some stakeholders as to the future of on-campus demand. The 2011 Market Report completed by Anderson Strickler, LLC (ASL) evaluated student market demand but focused on the preferences of students for housing 'at or near' campus rather than for housing on campus in particular. However, by looking more specifically at the answers students gave about the kinds of units they preferred, on-campus demand can be inferred. Specifically, when students were asked about traditional halls, semi-suite and suite type units ASL found UMD had a surplus of approximately 2,000 traditional beds and deficits of 533 semi-suite style beds and 387 suite-style beds.

It should be noted that off-campus housing is exclusively apartment style so this feedback gives insight into the importance students place on the availability of on-campus accommodations. In fact, students overwhelmingly agreed as to the importance of an on-campus living experience for freshmen.

### DEMAND AND EFFECT

Several factors and strategies will likely prompt additional demand for on-campus new construction including:

### DEMOLITION OF EXISTING FACILITIES

1,231 resident spaces will be lost from the demolition of Worcester, Caroline, Carroll, Wicomico Halls, and Old and New Leonardtown over time, as outlined in UMD's Facilities Master Plan 2011-2030.

### ENROLLMENT GROWTH

Even at an assumption of zero growth in undergraduate enrollment over fifteen years, the residential system anticipates a need for approximately 1,000 additional resident spaces to accommodate students in the Freshmen Connection program and first- and second-year transfer students. Should growth exceed that rate, then more space would be required.

### ATHLETIC RECRUITMENT RESIDENTIAL FACILITY

Many of the Big 10 universities have specific athlete residential accommodations that meet the requirements of the NCAA. Currently, UMD student-athletes live on and off campus. Constructing new high-value facilities will add to the options to aid recruitment, better connect student-athletes with campus life and academic resources, and add additional residential demand.

### FRESHMEN CONNECTION STUDENTS

In Fall 2014, Freshmen Connection students will have the opportunity to live in on-campus student housing during their first fall semester for the first time in the program's history. Given the evidence that suggests that living on campus enhances academic success, retention, persistence, and graduation rates, this option will provide significant advantages to program participants and the campus community.

### UPPER-YEAR SINGLE DEMAND

The 2011 Market Analysis demonstrated a high demand for on-campus housing for single occupancy traditional bedrooms. This single occupancy demand was calculated at 739 students. These students are not able to be accommodated in this unit type in current facilities.

#### EXISTING INVENTORY CAPACITY BED LOSS

All enhancements and LLP space accommodations require a loss of existing bed capacity. Combined with a reduction in triple and quad occupancy conditions, the total loss of bed spaces could be approximately 700 bed spaces.

#### TRANSFER AND INTERNATIONAL STUDENTS

There has been a stated goal by University leadership to both increase transfer student enrollment and international student enrollment. This market group has the potential of adding 300-400 bed demand to on-campus needs.

#### COLLEGE PARK NEIGHBORHOODS

It is possible that the City of College Park will soon institute zoning or other occupancy controls to reduce the number of available rental spaces for students in traditional single family neighborhoods. While the majority of this group would likely opt for apartments along Route 1, some will consider/prefer on-campus residency.

While there may be other factors creating on-campus demand (inventory enhancements normally increase demand and capture rates) the prospect and need for additional system capacity over time seems almost certain.

#### IMPACT TO DINING

Although this planning process does not include a comprehensive evaluation of dining operations, stakeholder meetings with students found dissatisfaction with hours of operations and perceived value. UMD has three dining facilities: The Diner in the Ellicott Community, 251 North in the Denton Community, and the South Campus Dining Hall.. All meal plans are declining balance and only 251 North offers an all you care to eat option. It should also be mentioned that during focus groups with athletic staff one reason given for so many athletes choosing to move off campus was the lack of a daily all you care to eat option. The need to build new beds to meet the University's goals only exacerbates this condition.

#### IMPACT TO LIVING-LEARNING PROGRAMS

The University of Maryland is known nationwide for its Living-Learning Programs. Resident Life and Residential Facilities have partnered for several decades to accommodate these LLPs by taking beds offline at the expense of revenue to accommodate program space on the first floor or on the ground level of its halls. The need to expand programs will depend on the ability to build new space in order to maintain current commitments as well as accommodate future growth in the system.

Partnering with LLPs has produced a benefit for both academic departments and housing. It has made UMD a first choice among incoming first-year students and transfer students. A continued partnership is a win-win for both and ensures UMD will achieve its overall academic mission. However, in order to achieve these goals, financial contributions from non-residential campus funding sources are needed to defray construction costs and cover operating expenses for academic space.

GROUP #	GROUP TITLE	2015 DEMAND PROJECTION	2028 DEMAND PROJECTION
①	Students with Housing Commitment *	869	1,044
	Group Sub-Total	869	1,044
②	Freshmen		
	First Time	3,737	3,747
	Freshmen Connection	900	900
	All other Freshmen	90	90
	Group Sub-Total	4,727	4,737
③	Sophomores		
	Sophomores returning to Residence Halls	2,743	3,458
	Transfers with Sophomore Class Standing	213	383
	All other Sophomores	35	35
	Group Sub-Total	2,991	3,876
④	Juniors		
	Juniors returning to Residence Halls	877	1,054
	Transfers with Junior Class Standing	64	64
	All other Juniors	50	50
	Group Sub-Total	991	1,168
⑤	Seniors		
	Seniors returning to Residence Halls	326	491
	New Transfers with Senior Class Standing	2	2
	All other Seniors	25	25
	Group Sub-Total	353	518
	Total All Groups	9,931	11,343

**NOTES:**

\* Students with housing commitment comprises the following:

- Banneker-Key Scholars (juniors and seniors)
- Students in the Maryland Incentives Program (juniors and seniors)
- DRL Resident Assistant's & Customer Service Supervisors
- Students assigned to designated athletic spaces (juniors and seniors)
- Students assigned to Language House (juniors and seniors)
- Students assigned to Writers' House (juniors and seniors)
- Students assigned to Honors College Housing (juniors and seniors)
- International students attending UMD as part of a reciprocal study abroad program
- RHA Executive Officers

## SITE DEVELOPMENT DEMAND IDEAL FUTURE MODEL

### OVERVIEW

The foundation of this plan is an understanding of current capacity, the projected changes necessary to refresh or replace existing housing facilities and what steps will be needed to complete the vision for Resident Life and Residential Facilities. The table below summarizes the steps required to bring the plan to fruition.

RESIDENCE HALL CAPACITY CHANGES	
FY 2014 EXISTING CAPACITY	<b>9,054</b>
<hr/>	
• Demolition	- 1,231 Old and New Leonardtown, Caroline, Carroll, Wicomico, and Worcester
• Renovation losses	- 68 Additional space for ten Living-Learning Programs
	- 216 Expansion of existing bathrooms
	- 266 Expansion of study rooms and student lounge spaces
• Triples + quads conversions	- 133 To provide double occupancy
Subtotal for Capacity Reductions	<b>- 1,914</b>
NEW CONSTRUCTION	
• Prince Frederick	+ 464
• Lot-1 Academic Village	+ 1,500 Includes new dining / academic support facility
• Varsity Practice Field	+ 880 Requires new dining on North Campus
• New North Hill Building	+ 450 Requires demolition of Caroline, Carroll and Wicomico
• New Ellicott Community Building	+ 350 Requires demolition of Ellicott Diner
Subtotal for New Buildings	<b>3,644</b>
PROPOSED NEW RESIDENCE HALL CAPACITY FY 2028	
	<b>10,784</b>
ANTICIPATED RESIDENCE HALL DEMAND	
	<b>11,343</b>
UNMET DEMAND	
	<b>559</b>

It is expected that demand projections could change over time as the local market adjusts to new construction. Re-evaluation of expected demand and proposed new construction will be evaluated at regular intervals over the life of the plan.



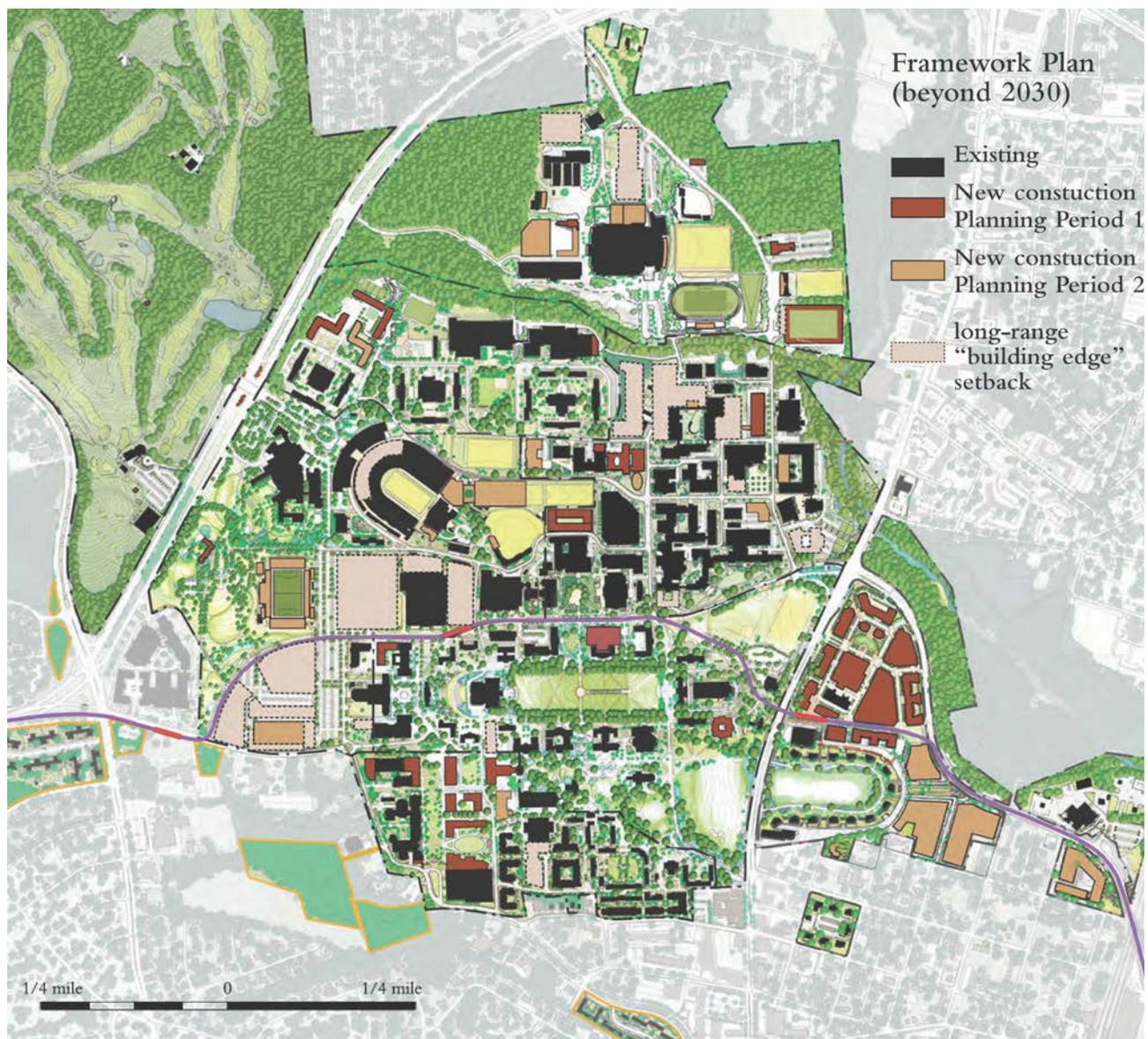


# ON-CAMPUS STUDENT HOUSING STRATEGIC PLAN

## ALIGNMENT WITH CAMPUS FACILITIES MASTER PLAN

The University's Facilities Master Plan 2011-2030 identifies several sites for housing expansion. The Planning Team met with Facilities Management planning staff on two occasions to obtain background on why those particular sites were identified and what other sites might be considered in a new student housing strategic plan. Many of the sites explored were ultimately excluded from further consideration.

The preferred sites have been presented to the Steering Committee, Advisory Group, and University leadership.



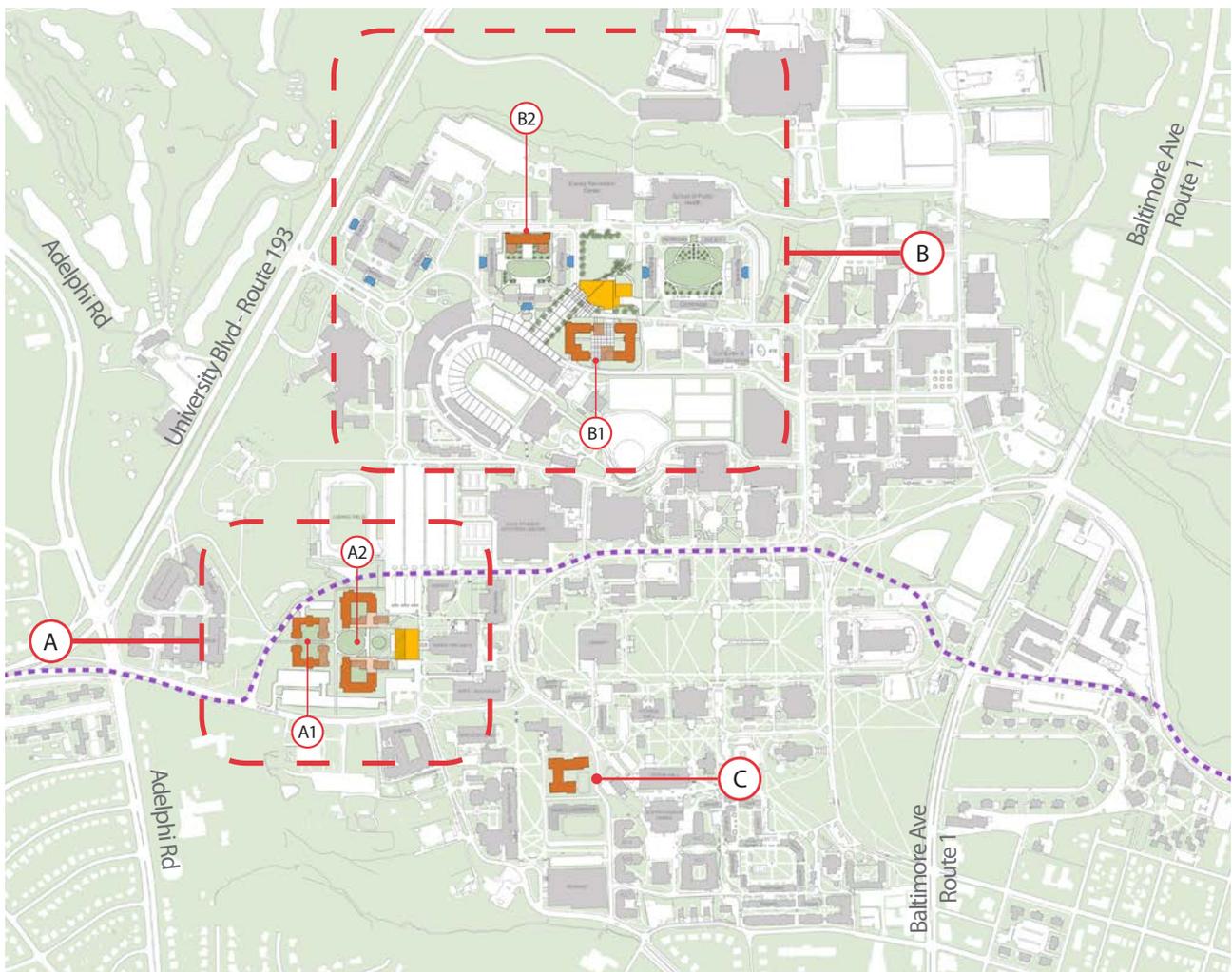
Excerpt from the UMD Facilities Master Plan 2011-2030

## SITE SCENARIOS AND SITE IMPLICATIONS

### SITE SCENARIOS

The On-Campus Student Housing Strategic Plan (SHSP) focuses new housing construction on three locations: Lot 1, Ellicott Community, and the current Carroll, Caroline and Wicomico site.

PROJECT	BEDS	OPENING
(A) Lot 1		
(A1) Phase 1	800	Fall 2018
(A2) Phase 2	700	Fall 2019
(B) North Campus		
(B1) Varsity Practice Field	880	Fall 2021
(B2) New Ellicott Community Building	350	Fall 2023
(C) South Campus - New North Hill Building	450	Fall 2022



2013 SHSP Site Plan

Note: Purple Line route approximate; related site improvements not shown.

- New Residential Construction
- New Dining Construction / Expansion / Academic Center
- Living Room Additions
- Purple Line Route

## LOT 1 SITE

An Academic Village of 1,500 students supported by a new dining/academic center on the Lot 1 site could be the jewel in UMD's crown of recruitment of the highest achieving students.

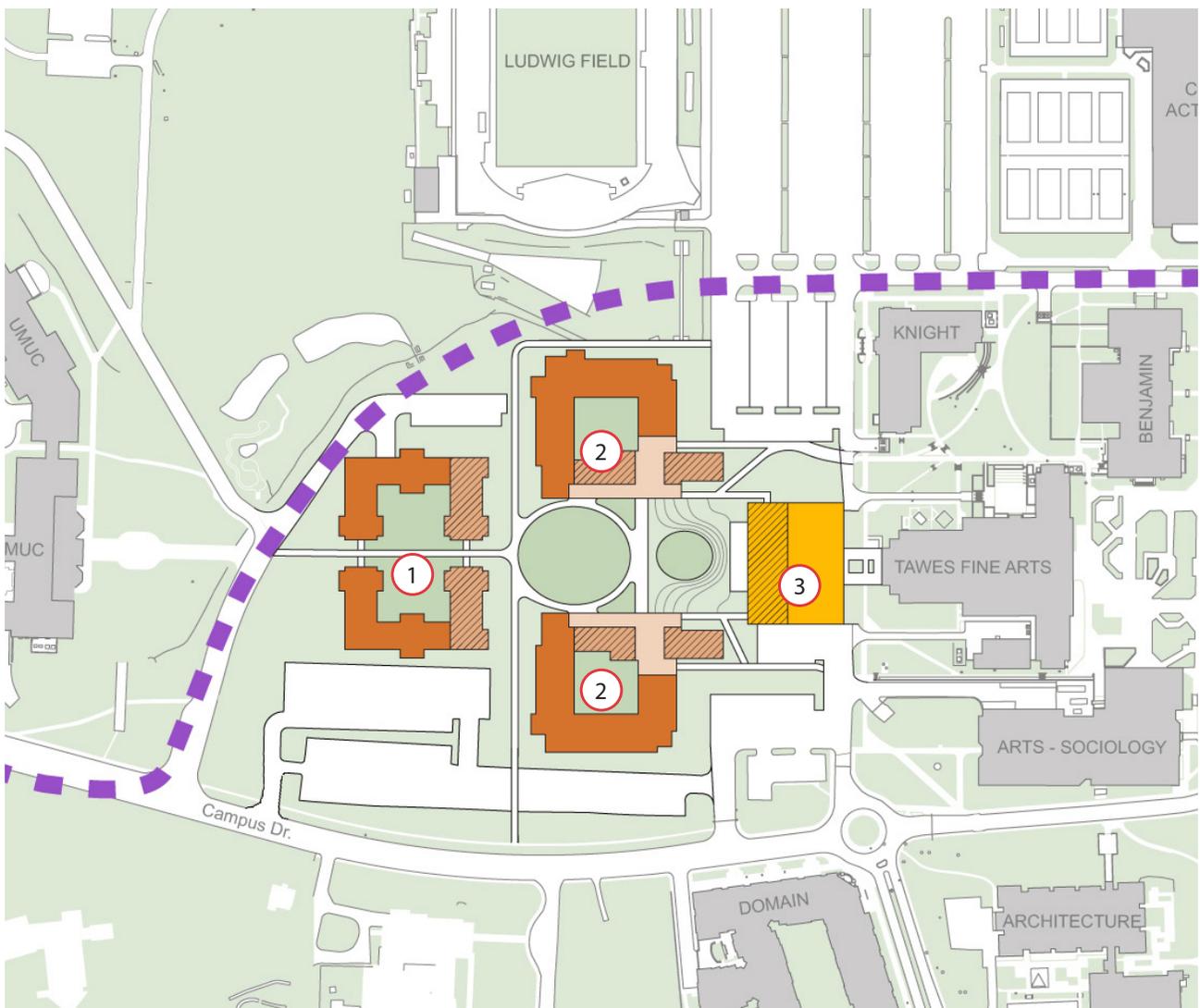
- Total net new beds - 1,500 beds
- Showcase for Living-Learning Programs
- Academic space on the ground floor of new residential construction
- New green spaces created at end of Phase II construction
- New dining venue to serve new community and adjacent academic uses
- Accommodates proposed alignment of future light rail
- Requires reassignment of parking



View towards Proposed Lot 1 Housing, Dining and Parking

Note: Purple Line route approximate; related site improvements not shown.

ID	PROJECT	BEDS	OPENING
 ①	Lot 1 - Phase 1	800 Beds	Fall 2018
 ②	Lot 1 - Phase 2	700 Beds	Fall 2019
 ③	New Dining		Fall 2019
	Academic on Ground Floor		



Site Plan

Note: Purple Line route approximate; related site improvements not shown.

## NORTH CAMPUS SITE

A housing, dining and academic support complex near LaPlata Beach that would meet the needs of several groups including Living-Learning Program participants, student-athletes and other student groups.

- Total net new beds - 1,230 beds
  - 880 new beds at Varsity Practice Field site
  - 350 new beds after the demolition of the Ellicott Diner
- New, expanded dining venue to serve North Campus communities
- Academic and common spaces on the ground floor of new residential construction
- New green spaces created after demolition of the Ellicott Diner
- Renovation of bathrooms, floor studies and/or lounges throughout all halls
- Addition of living rooms in all high-rise residence halls
- Requires relocation of Varsity Practice Field



*View towards Proposed Ellicott Community, Cambridge Community and Varsity Practice Field Housing*

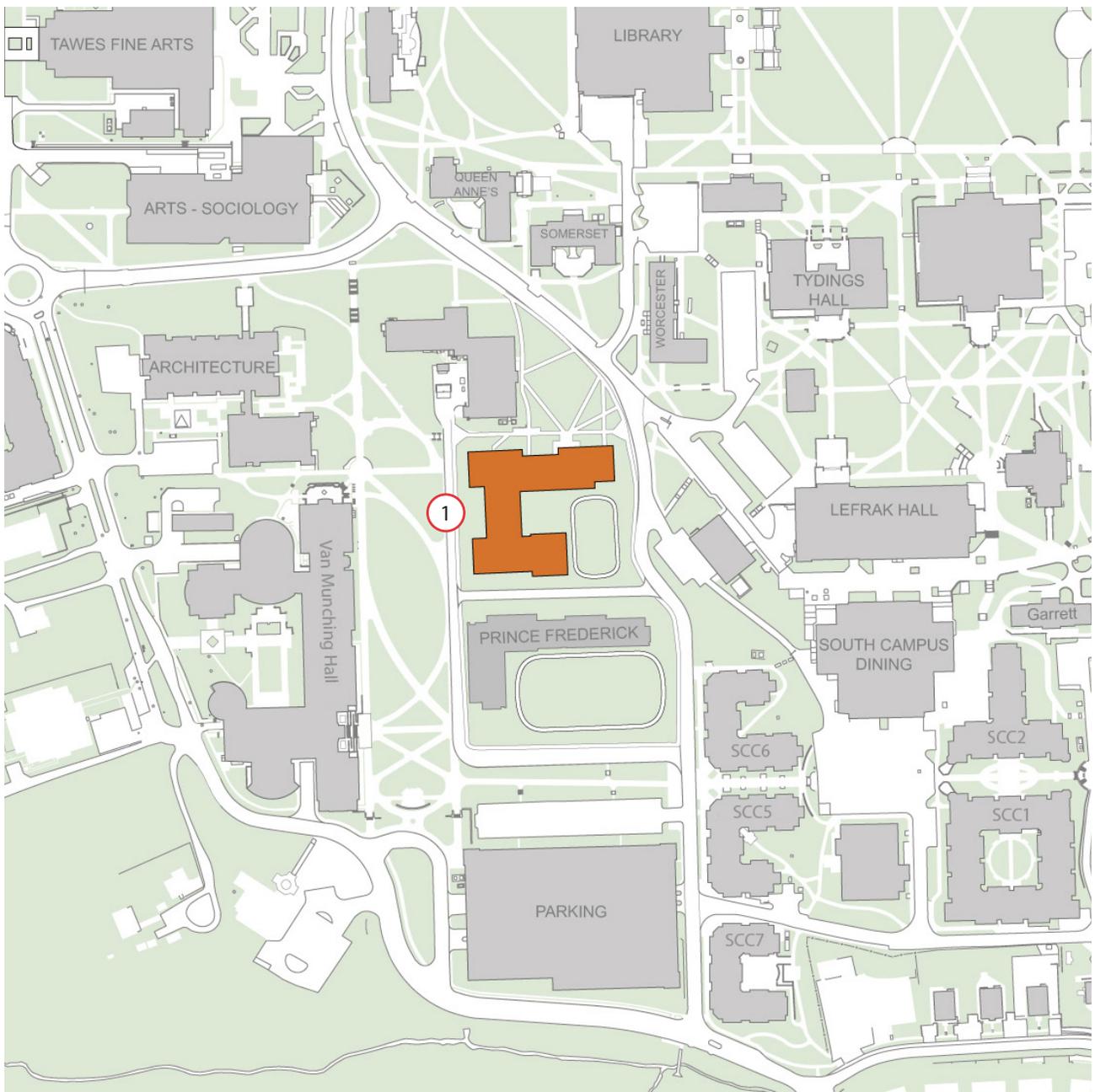


## **SOUTH CAMPUS SITE**

The planned demolition, per the UMD Facilities Master Plan 2011-2030, of Carroll, Caroline and Wicomico Halls is projected for the summer of 2020. The new North Hill building is planned just north of the new Prince Frederick location on the site of Caroline, Carroll and Wicomico Halls. Also, the current Worcester Hall will be vacated in the summer of 2022 to make way for new academic space.

- Total net new beds - 450 beds
- Academic and common space on the ground floor of new residential construction
- New green spaces created at conclusion of construction of new residential building

ID	PROJECT	BEDS	OPENING
1	New North Hill Building	450 Beds	Fall 2022
	Academic on Ground Floor (not shown)		



Site Plan

# FINANCIAL ANALYSIS

## INTRODUCTION

The financial plan presented here represents a framework for the deferred maintenance, capital improvement and expansion of the student housing system to meet student preferences and the increasing demand for on-campus housing. The financial plan supports the replacement of 1,231 existing beds with 3,644 new beds—1,500 of which are in partnership with the private sector<sup>1</sup>—and the renovation of most remaining existing facilities.<sup>2</sup> The plan sets forth long-term assumptions regarding rents, expenses, development costs and escalation that would be required for a financially sustainable housing system.

The financial assumptions are grounded in the current operation of the housing system and the University's standard approach to budgeting operations, maintenance and capital improvements. Fiscal year 2012 was established as the baseline from which all projections are made.

The viability of this plan—both over the next fifteen years and beyond—will depend largely on several factors:

- As a strategic plan stretching over many years, the financial assumptions represent long-term averages. Likewise, the development program and phasing are based on the best information available at the time of the study. UMD should anticipate that the plan will require adjustment on a regular basis to accommodate actual conditions that are not in line with projections, changing student preferences, the establishment of actual project scopes needed for each building resulting in more precise actual costs of construction and renovation, and other factors external to student housing. The plan is a living document that must be maintained and updated to achieve its full potential.
- A key assumption of the plan is that revenues can be increased at a faster rate than operating costs. If inflation drives costs too high to sustain this differential between revenues and expenses, it may be necessary to suspend the project schedule for a period until rents and operating costs can be brought into alignment.
- The plan's rental rates for housing have been estimated based on current on-campus housing rents and adjusted for upgrades in unit configuration and amenities and embrace differentiated rates for particular unit types and amenities. However, off-campus rental rates and new developments will be an important factor in weighing the students' on-campus vs. off-campus housing decision, and so must continue to be monitored on an annual basis.

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1 Privately owned and operated projects are typically referred to as Public/Private Partnerships or P3s.

2 Recently built or renovated facilities (e.g., Prince Frederick, Oakland Hall, Somerset Hall, and Queen Anne's Hall) are included in the plan as existing buildings for the purpose of modeling the financial position of the entire housing system. The cost of these projects is reflected as existing debt service.

Table 1 summarizes the projects that make up the first 15 years of the capital improvement plan. The total cost of development—including construction hard costs, Furniture, Fixtures, and Equipment, soft costs, contingency, financing costs, and annual cost escalation for construction projects—is \$504 million.<sup>3</sup>

Project	Project Type	Beds	Strategic Plan Project Development Budget	System-Funded Construction Program Budget <sup>3</sup>	Scheduled Completion
Cambridge	HVAC / Maintain / Renovate	204	10,185,000	4,675,000	Aug-2016
Dorchester	HVAC / Maintain / Renovate	166	6,978,000	3,022,000	Aug-2017
Lot 1 Phase 1	Public - Private Partnership	800	-	-	Aug-2018
Ellicott	HVAC / Maintain / Renovate	533	28,271,000	11,610,000	Aug-2019
Lot 1 Phase 2	Public - Private Partnership	700	-	-	Aug-2019
Leonardtown, Old	Vacate / Demolish	0	-	-	Aug-2019
Hagerstown	HVAC / Maintain / Renovate	515	29,807,000	10,850,000	Aug-2020
Caroline	Vacate / Demolish	0	-	-	Aug-2020
Carroll	Vacate / Demolish	0	-	-	Aug-2020
Wicomico	Vacate / Demolish	0	-	-	Aug-2020
Cecil	Maintain / Renovate	84	3,497,000	-	Aug-2021
Varsity Practice Field	New Construction	880	108,219,000	-	Aug-2021
Cumberland	HVAC / Maintain / Renovate	477	24,212,000	11,455,000	Aug-2022
New North Hill Building	New Construction	450	56,739,000	-	Aug-2022
Worcester	Vacate / Demolish	0	-	-	Aug-2022
Denton	Maintain / Renovate	513	29,470,000	-	Aug-2023
New Ellicott Building	New Construction	350	45,454,000	-	Aug-2023
Bel Air	Maintain / Renovate	116	5,508,000	-	Aug-2024
La Plata	Maintain / Renovate	577	34,407,000	-	Aug-2024
South Hill Community Center	New Construction	0	6,475,000	-	Aug-2024
Elkton	Maintain / Renovate	471	36,547,000	-	Aug-2025
Triple / Quad Conversions	Maintain / Renovate	(133)	-	-	Aug-2025
Chestertown	HVAC / Maintain / Renovate	124	5,881,000	2,442,500	Aug-2026
Easton	Maintain / Renovate	471	31,852,000	-	Aug-2026
Centreville	Maintain / Renovate	461	40,387,000	-	Aug-2027
Leonardtown, New	Vacate / Demolish	0	-	-	Aug-2027
			\$ 503,889,000	\$ 44,054,500	

Table 1: Summary of Projects

<sup>3</sup> The total cost of development does not include the public/private projects (P3) on Lot 1. Current housing debt covers Prince Frederick Hall. The remaining North Campus HVAC projects are already part of the university's FY2015-2024 System Funded Construction Program (SFCP), with the initial project estimates per building reflected in the chart above. Also included in the FY 2015-2024 SFCP are Dorchester, Cecil, and a replacement residence hall for Worcester Hall, which are anticipated projects in this Student Housing Strategic Plan (SHSP); the current SFCP project scopes, schedules, and estimates will be replaced by the SHSP Development Budget shown above. The Summary of Projects does not include demolition costs for the following residence halls: Old Leonardtown \$1.872M, Worcester \$1.118M, and New Leonardtown \$3.428M.

While significant funds are needed for new construction, the financial plan includes major investments in renewal of existing facilities to vastly transform the current physical environments and address much of the buildings' worn finishes, outdated fixtures, and aging infrastructure.

**CREATING DEBT CAPACITY**

To create a cash flow to put toward the new capital debt found in this strategic plan, several actions are essential to assure a viable financial approach. Resident Life and Residential Facilities annual operation expenses will be reduced by up to \$1,000,000 effective FY 2016, redirecting the savings to cover new debt payments. Future annual operating budget increases will typically be held to no more than 2%. To generate additional debt capacity, UMD should maintain a 2.5% differential over annual operating expenses to be put towards the program of renovation, new construction and capital improvements. This results in a combined average annual increase in room rates of 4.5% from FY2016 through FY2026.

**Differentiated Rates**

One further opportunity to increase cash flow for debt is to transition to a more stratified rent structure that matches rental rates to the development cost and amenities associated with premium units (i.e., suites and apartments, and single occupancy bedrooms). Historically, UMD has charged the same rate for traditional, semi-suite, and suite style units in both single and double occupancy bedrooms. Triples and quads have rented at a 15% discount, and apartments have rented at a 4.2% premium. This structure, while generally egalitarian, ignores the increased cost to develop most of the premium unit types. A differentiated rent structure tied to cost of development and resident privacy is employed by nearly all colleges and universities.

The financial plan assumes that rates will be increased over the initial five-year period from FY2016 through FY2020 for semi-suites, suites, apartments, and units with single occupancy bedrooms. The example shown in Table 2 yields an increase in total rental revenue of 0.5% over a 5-year transition period. UMD can adjust this schedule as desired, but with the goal of increasing rental income by 0.5% over a 5-year period.

Accordingly, this financial plan recommends a combined 5% rise in room rates from FY2016 through FY2020 followed by a 4.5% increase from FY2021 through FY2026. Beyond FY2026, room rates will return to the base level of an average of 2% increase annually in operating expenses.

	<b>Beds</b>	<b>Baseline Rate</b>	<b>Annual Premium</b>	<b>5-Year Premium</b>	<b>5-Year Rate</b>
<b>Traditional Halls</b>					
Traditional Single	320	\$5,804	0.6%	103.0%	\$5,980
<b>Traditional Double</b>	<b>4,270</b>	<b>5,804</b>	<b>0.0%</b>	<b>100.0%</b>	<b>5,804</b>
Traditional Triple/Quad	1,370	4,933	0.0%	100.0%	4,933
<b>Semi-Suites</b>					
Semi-Suite Single	8	5,804	1.2%	106.1%	6,161
Semi-Suite Double	685	5,804	0.6%	103.0%	5,980
<b>Suites</b>					
Suite Single	212	5,804	1.8%	109.3%	6,346
Suite Double	731	5,804	1.2%	106.1%	6,161
Suite Triple/Quad	42	4,933	1.2%	106.1%	5,237
<b>Apartments</b>					
Apartment Single	285	6,049	2.4%	112.6%	6,811
Apartment Double	745	6,049	1.8%	109.3%	6,613
Apartment Triple/Quad	90	5,142	1.8%	109.3%	5,621

Table 2: Differentiated Rent Example

## FINANCIAL PLAN CONSIDERATIONS

### ESCALATION FACTORS

The financial plan builds on the fiscal year 2012 UMD operating budget. Escalation of development costs and operating revenues and expenses are the most significant assumptions regarding the financial feasibility of the plan. The model assumes that the cost of construction will increase at 3% annually. Although this rate will fluctuate annually, it is an historical, long-term average escalation rate.

As previously stated, the annual increase in revenues relative to operating costs is a key contributor to the development of system debt capacity. The UMD plan assumes that rents will increase annually through FY2026 at an average rate of 4.5%, whereas operating costs will increase at an average rate of 2.0%. These rates will inevitably fluctuate over the course of the plan; however, it is important that UMD maintain at least a 2.5% spread between revenues and operating expenses to generate debt capacity for the planned projects.

### REVENUES

Revenues consist primarily of room contracts and summer guest/orientation rental income. The current capacity of the existing housing system is 9,054 beds; however, some of the units are rented as triples or quads, which the University would like to eventually eliminate. Revenue from room contracts is calculated based on the designed bed capacity and a current economic occupancy rate of just 95.8%.<sup>4</sup>

New projects are assumed to operate at 95% average annual occupancy. All rental rates increase at an average annual rate of 4.5% plus the rental premium for semi-suites, suites, apartments and single occupancy bedrooms. In addition, new beds developed by UMD will incur a one-time premium increase of 10%.

### OPERATING COSTS

Operating expenses are assumed to escalate at 2.0% annually. In addition, new beds developed by UMD are assumed to operate at a 10% discount below existing beds.

### FUNDING LLPS AND ACADEMIC SUPPORT SPACES

Since the inception of Living-Learning Programs, student room fees funded space renovations to create offices and support spaces, and bed spaces have been lost – along with corresponding loss of revenues – as new programs were located within residence halls.

Multiple times since 1990, the campus has made available nearly \$5 million in funding for space renovations for new LLPs. Going forward, funding not derived from student room fees are necessary to support the next additions of UMD's highly respected Living-Learning Programs proposed in new and existing residence halls and in the new dining/academic centers shown above. These programs require resources to support the construction of faculty offices, classrooms and other academic LLP support space, to offset the loss in the housing budget of revenue-generating beds to provide the space necessary and for the ongoing maintenance and upkeep expenses (including utilities) for these spaces.

### RELOCATION COSTS

Demolition of certain buildings and adding new bi-level living rooms and other community spaces will require the relocation of office, administrative, storage, program, and shop space for the Resident Life, Residential Facilities and Conferences & Visitor Services that operate UMD's undergraduate housing and summer guest programs.

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<sup>4</sup> Economic occupancy is defined as the net rental income divided by the gross potential rental income based at full design occupancy. Therefore, it may be possible for the economic occupancy to exceed 100% if design doubles are rented as triples.

## DEVELOPMENT BUDGETS

Development budget assumptions for renovations and new construction include the hard cost of construction, design fees, furnishings, project management fees, contingency, financing fees, and escalation. Table 3 summarizes the assumptions used to calculate the total development budgets for new construction and renovation. Total development costs are derived from the basic assumption for construction costs.

	<b>Cost</b>	<b>Basis</b>	<b>New Construction</b>	<b>Maintain/Renovate</b>
(1)	Construction	\$/Gsf	\$250.00	\$94.00
(2)	Land and Infrastructure	% of (1)	0.0%	0.0%
(3)	Permits and Fees	% of (1) - (2)	1.0%	1.0%
(4)	Furniture & Fixtures	\$/Bed	\$2,500	\$2,500
(5)	Design and Soft Costs	% of (1) - (4)	7.0%	8.0%
(6)	Development Cost	% of (1) - (5)	3.0%	3.0%
(7)	Project Contingency	% of (1) - (6)	5.0%	10.0%
(8)	Financing Rate		3.75%	3.75%
(9)	Financing Term	Years	20	20
(10)	Issuance Costs		0.0%	0.0%

Table 3: Development Budget Assumptions

The foregoing assumptions yield average development budgets of \$127,400 per bed (\$404/GSF) for new construction and \$40,200 per bed (\$158/GSF) for renovations.

## PUBLIC/PRIVATE PARTNERSHIP ASSUMPTIONS

The size and location of the Lot 1 site provide the potential to support a 1,500 bed residence hall community along with a new dining hall and academic support facility. In order to bring new beds on line as quickly as possible to facilitate the start of the renovation program in the high-rises, UMD should pursue a two-phased development of the 1,500 beds on the Lot 1 site with a private developer. Assuming this approach is approved, the model reflects the bed count for the project, but conservatively assumes no cash flow from the ground lease with the private developer.

## PROJECT PHASING

To meet projected demand and current overcrowding, the early phases of the plan emphasize the construction of new beds. The first phase of new construction is scheduled to be delivered August 2018. Once these new initial beds are on line, the renovation of the existing residence halls, which typically will close each building for up to a year to complete its renovation, can proceed without an adverse financial impact on the capacity of the system.

## FINANCIAL PROJECTIONS

Table 4 summarizes the transformation of the housing system from one that is dominated by traditional units and double-occupancy bedrooms to one that includes preferred semi-suites and single-occupancy bedrooms. Perhaps more importantly, the housing system as planned will focus on first- and second-year students and the unit types they need to develop successfully as students of the University.

	Existing	Planned	Change	%Change
Singles	1,063	1,422	359	33.8%
Doubles	6,471	8,482	2,011	31.1%
Triples/Quads	1,520	880	(641)	-42.1%
Other Beds	-	-	-	-
<b>Total</b>	<b>9,054</b>	<b>10,784</b>	<b>1,730</b>	<b>19.1%</b>
Traditional	6,032	5,045	(987)	-16.4%
Semi-Suites	693	4,011	3,318	478.8%
Suites	985	985	-	0.0%
Apartments	1,120	480	(640)	-57.1%
Non-Revenue	224	262	38	17.1%
<b>Total</b>	<b>9,054</b>	<b>10,784</b>	<b>1,730</b>	<b>19.1%</b>

Table 4: Transformation of Unit Types (Bed Counts)

As with other assumptions in the financial plan, periodic market studies will guide the evolution of the plan over the next fifteen years. As mentioned in the Overview, the financial plan represents a broad framework for allocating scarce resources for the overall improvement of the housing system, which will undergo many adjustments over time. The objective is to ensure that the financial capacity continues to be available for the entire system and not dedicated to any one single project.

### BED CAPACITY

When the plan is fully implemented, system bed capacity will increase from 9,054 beds to 10,784 beds, which is still less than the projected demand. If demand continues to materialize and suitable sites are available, it is certainly possible that additional new beds can be justified and sustained financially. Figure 1 illustrates the increase in capacity and the gradual change in unit types that focus on first-year students and sophomores.

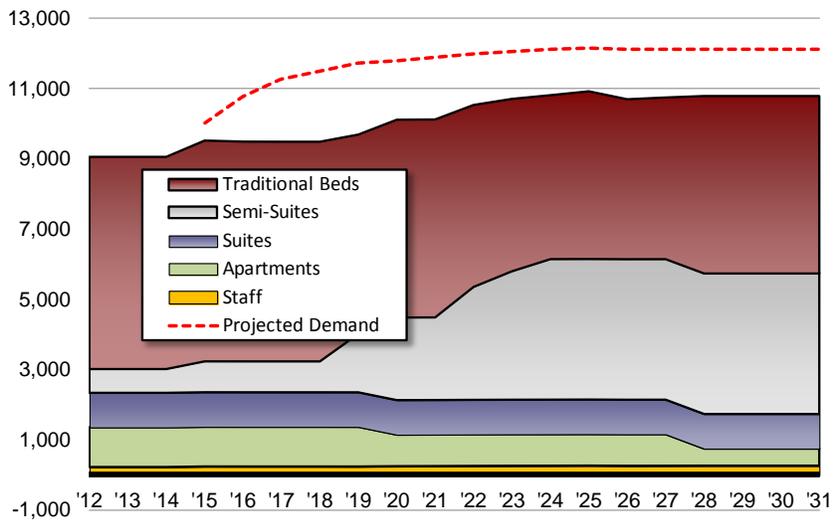


Figure 1: Bed Capacity by Unit Type

#### RESERVE FUND PERFORMANCE

The Reserve Fund balance is the “bottom line” barometer of the financial health of the student housing system. Figure 2 graphically illustrates the continued health of UMD’s student housing system. Positive cash flows continue in all but six years and are likely to be enhanced by ground lease revenues from the housing development on the Lot 1 site.

A positive balance in the Reserve Fund must be maintained and increased as debt obligations increase. At the completion of the plan in fifteen years, debt service will stabilize and gradually decline. It is at this time (FY2027-2028) that rent increases can be normalized to track more closely with the escalation of operating costs.



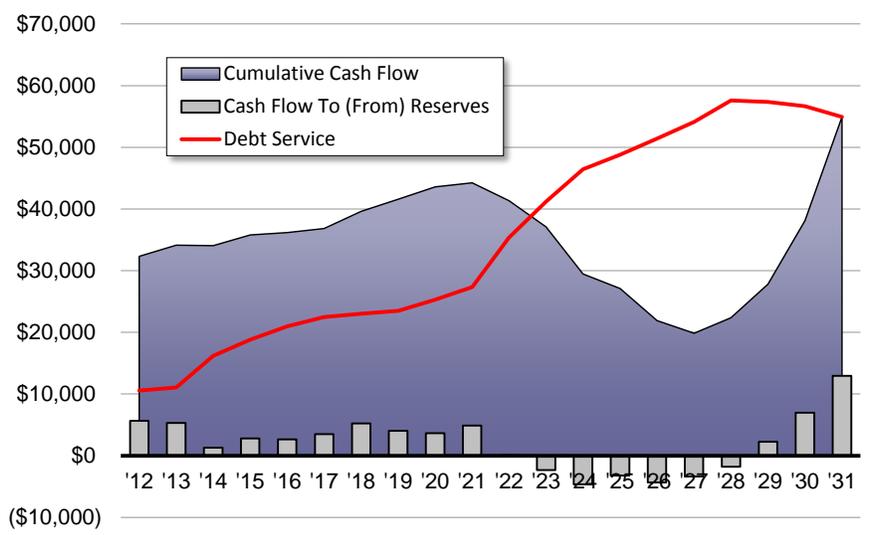
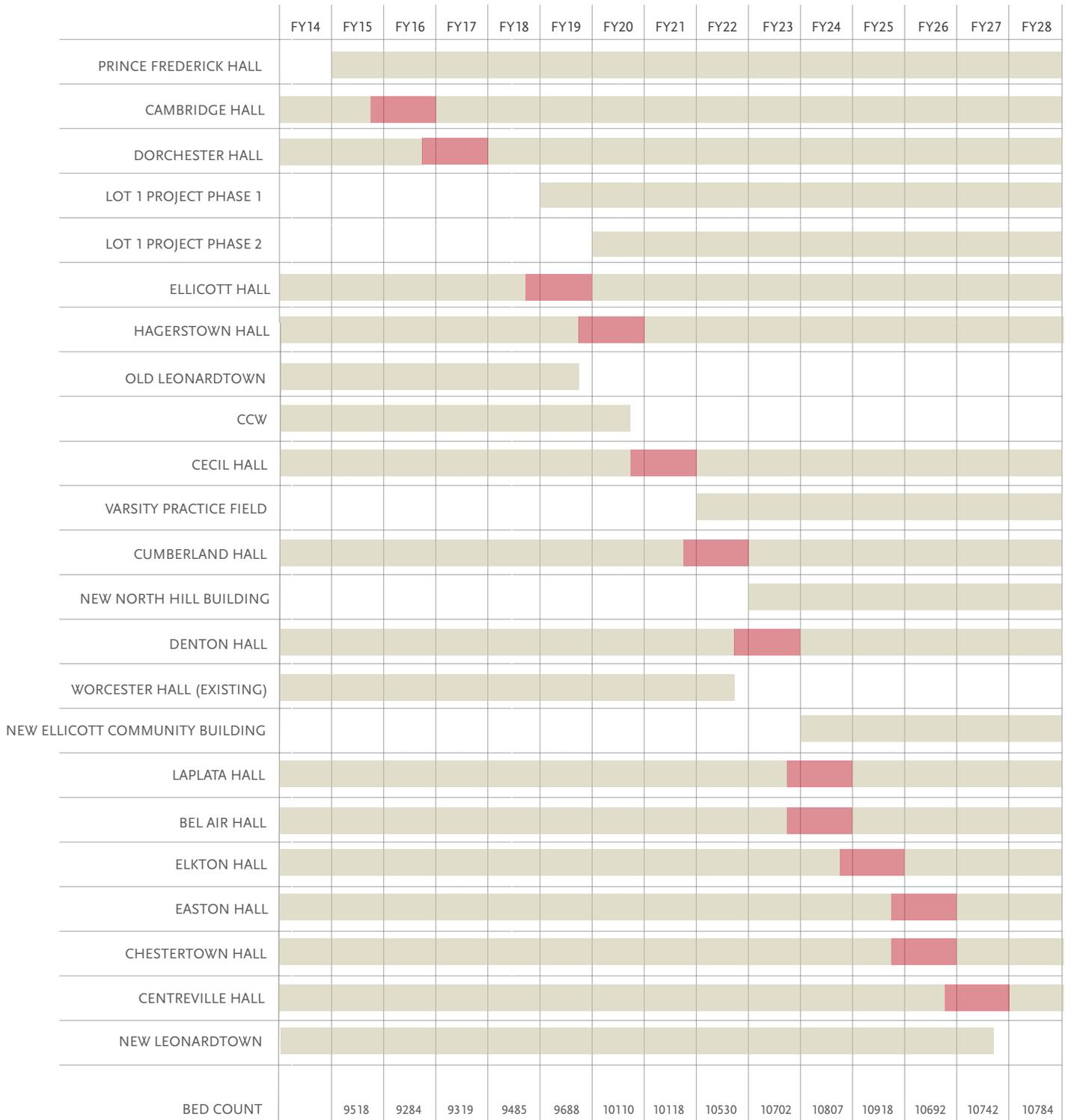


Figure 2: Reserve Fund Balance



# TIMELINE



Building Closed for Renovation
  Building Open

### CONCLUSION: A BOLD PLAN IS OF NO VALUE UNLESS ACTED ON!

“Make no little plans; they have no magic to stir men’s blood and probably themselves will not be realized. Make big plans; aim high in hope and work.”

— Daniel Hudson Burnham (1846-1912)

This is a bold plan.

**We have dared to envision and create a plan of action that begins the development of an increasingly engaging residential experience**, one that delivers on creating an environment supportive of academic success, one that invites membership into high-quality learning communities and develops a sense of tradition and lore that will establish unbreakable bonds for students to the University of Maryland and to each other, for their lifetimes.

The Housing Strategic Plan for Resident Life and Residential Facilities acknowledges that the residential system must be a manifestation of the strategic goals of the University. It must live within the limitations of finance, growth, and other factors; but it must move constantly toward alignment with the focused vision of the future of the University of Maryland.

#### **You will find alignment and manifestation as the backbone of this plan.**

Momentum, engagement, sense of belonging, academic success; these are attributes of this plan.

Enhancing the physical campus, the perception of on-campus housing, and the social and academic support spaces are also woven throughout the actions we propose.

We have sought to develop a plan for on-campus housing that will **impact recruitment, retention, and diversity**. This plan will aid multiple University strategic initiatives.

This is a plan with a financial path forward, though not without some pain of reduction in operational expenses and necessary growth in revenue. However, our plan will work financially, and includes self-funded and public / private partnership actions.

This is a plan with a coherent series of actions and approvals. These packages or cycles of activity will each be submitted for authorization. We know that change and adjustments due to market conditions and other forces are inevitable. These incremental packages of activity allow for re-prioritization, adjustments to new conditions, and reaction to new opportunities.

We hope you find much to agree with in our planning. Our plan is bold. Our plan is necessary.

**Our plan will be transformational for the University of Maryland and the on-campus residential experience.**

Momentum is a valuable resource. Let us get started!



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