

**Contact: Brad Berg**

**RESIDENCE SYSTEM GOVERNANCE REPORT**

**Actions Requested:**

1. Receive the university residence systems five-year plans for FY 2022 through FY 2026.
2. Consider the universities' preliminary FY 2022 residence system budgets, which are subject to further review and action when the Board approves the final FY 2022 institutional budgets.
3. Consider, with final approval scheduled for April, the universities' academic year 2021-2022 proposed rates for all residence halls, board options and apartments as detailed in the tables in each attachment.

**Executive Summary:** Residence systems, which include dining services, are operated by each of Iowa's public universities. The residence systems are self-supporting operations that do not receive state-appropriated funds for operations or capital improvements. These systems engage in strategic and continuous improvements to provide a safe and comprehensive student experience.

The Residence System governance report includes three major components:

- Residence system five-year plans for FY 2022–FY 2026;
- Preliminary residence system budgets for FY 2022; and
- Proposed residence system rates for academic year 2021-2022.

Details pertinent to each university's five-year plan, preliminary budget and proposed rates are included in the attachments.

This agenda item is the first reading of the residence system rates, with final approval scheduled for the April Board meeting. The Board will consider approval of the final residence system budgets when it acts on the other university budgets during the summer.

**COVID-19 Pandemic**

In March 2020, the residence systems closed as the campuses moved to virtual learning in response to the pandemic. The closure of the residence halls resulted in refunds to students of a pro rata share of their room and board contracts. In addition to the contract revenues, other income was also negatively impacted from lost conference, retail sales and catering revenues.

Reopening the residence systems for the Fall 2020 semester necessitated they operate under dramatically different conditions than prior years. In preparation for student arrival last fall, the residence systems implemented many safety protocols to reduce the transmission of COVID-19 across the campuses.

In general, the safety measures included staggered and extended move-in times, mask requirements, room density reductions, modifications to dining processes, establishment of quarantine and self-isolation spaces, and extensive cleaning practices. Detailed pandemic response initiatives and safety measures for each university's residence system are contained in the attachments.

Five-Year Plans FY 2022-FY 2026

Five-year enrollment and occupancy projections form the basis for residence system financial forecasts. The table below contains current and projected capacity and occupancy demand for residence halls and apartments. Each university's detailed five-year plan also contains capital improvement plans, financial projections and voluntary reserve forecasts.

As shown in the table below, occupancy in university housing declined significantly in FY 2021 when compared to the prior year at each of the universities. The pandemic's impact reduced occupancy to approximately 80% of capacity in each of the residence systems. The Residence Systems may adjust capacity as needed by reducing density in individual rooms and or temporarily taking certain residence halls or specific floors offline. Enrollment and occupancy projections will continue to be monitored for further capacity adjustments if necessary. The universities currently expect occupancy to rebound some beginning next fall.

**PROJECTED HOUSING CAPACITY AND OCCUPANCY**

	Actual		Forecast				
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
<b>University of Iowa</b>							
Operating Capacity	6,742	6,660	6,660	6,660	6,660	6,660	6,660
Total Occupancy	6,333	5,218	5,725	5,850	6,025	6,025	6,025
Occupancy Ratio	93.9%	78.3%	86.0%	87.8%	90.5%	90.5%	90.5%
<b>Iowa State University</b>							
Operating Capacity	11,136	10,576	9,767	9,779	9,779	9,779	9,779
Total Occupancy	10,457	8,658	9,250	9,272	9,300	9,325	9,348
Occupancy Ratio	93.9%	81.9%	94.7%	94.8%	95.1%	95.4%	95.6%
<b>University of Northern Iowa</b>							
Operating Capacity	3,770	3,700	3,412	3,414	3,635	3,637	3,638
Total Occupancy	3,197	2,953	2,965	2,965	2,965	2,965	2,965
Occupancy Ratio	84.8%	79.8%	86.9%	86.8%	81.6%	81.5%	81.5%

Proposed Rates for Academic Year 2021-2022

Each residence system operates in a unique competitive environment with individual capital and operational needs; these contribute to rate variations for each system. The proposed rates are calculated based on the estimated operating costs, needed infrastructure improvements, available capacity and the debt service requirements of the system. The bond covenants for each system restrict the use of funds for purposes solely within each respective residence system.

The universities provide many different room and board options to students with varying rates based upon the style of accommodation (standard room, suite, apartment, etc.) and amenities (air-conditioning, private bathrooms, kitchen, etc.). Detailed FY 2022 room and board rate proposals for each university are contained in the attachments. While each university offers less expensive room and board options, the proposed rate change from the current year for each university's most popular double residence hall room and meal plan are as follows:

- University of Iowa 2.69%
- Iowa State University - 1.14%
- University of Northern Iowa 0.00%

Preliminary FY 2022 Residence System Budget Summary

The following table includes the FY 2021 budget, FY 2021 estimates, and the preliminary FY 2022 budget.

FY 2021 estimates in comparison to the FY 2021 budget reflect the significant impact the COVID-19 pandemic had on the residence systems. Occupancy was down at all three universities and the pandemic also had a significant negative impact on catering, conference, and retail sales revenues.

The FY 2022 budgets were developed considering the expected number of occupants, purchased meal plans, estimated operating cost increases, projected infrastructure improvements, and the debt service requirements of the systems.

The attachments contain additional budget detail for each university.

	Approved Budget FY 2021	Current Year Estimates FY 2021	Preliminary Budget FY 2022	FY 21 Est to FY 21 Bud \$ Change	FY 22 to FY 21 Est. \$ Change	FY 22 to FY 21 Bud. \$ Change
<b>SUI</b>						
Gross Revenue	\$ 72,572,881	\$ 63,494,737	\$ 74,028,069	\$ (9,078,144)	\$ 10,533,332	\$ 1,455,188
Expenditures for Operations	\$ 55,223,142	\$ 47,597,590	\$ 56,105,171	\$ (7,625,552)	\$ 8,507,581	\$ 882,029
Debt Service & Mand Transfers	\$ 12,197,669	\$ 12,197,669	\$ 13,587,007	\$ -	\$ 1,389,338	\$ 1,389,338
Net Revenue	\$ 5,152,070	\$ 3,699,478	\$ 4,335,891	\$ (1,452,592)	\$ 636,413	\$ (816,179)
Net Rev as % of Gross Rev	7.1%	5.8%	5.9%			
<b>ISU</b>						
Gross Revenue	\$ 88,424,927	\$ 79,411,620	\$ 88,404,816	\$ (9,013,307)	\$ 8,993,196	\$ (20,111)
Expenditures for Operations	\$ 68,454,863	\$ 61,786,570	\$ 65,331,521	\$ (6,668,293)	\$ 3,544,951	\$ (3,123,342)
Debt Service & Mand Transfers	\$ 12,615,601	\$ 12,615,601	\$ 14,368,293	\$ -	\$ 1,752,692	\$ 1,752,692
Net Revenue	\$ 7,354,463	\$ 5,009,449	\$ 8,705,002	\$ (2,345,014)	\$ 3,695,553	\$ 1,350,539
Net Rev as % of Gross Rev	8.3%	6.3%	9.8%			
<b>UNI</b>						
Gross Revenue	\$ 33,015,195	\$ 28,836,553	\$ 29,735,060	\$ (4,178,642)	\$ 898,507	\$ (3,280,135)
Expenditures for Operations	\$ 24,566,058	\$ 21,948,735	\$ 22,875,610	\$ (2,617,323)	\$ 926,875	\$ (1,690,448)
Debt Service & Mand Transfers	\$ 6,588,619	\$ 5,402,088	\$ 5,381,075	\$ (1,186,531)	\$ (21,013)	\$ (1,207,544)
Net Revenue	\$ 1,860,518	\$ 1,485,730	\$ 1,478,375	\$ (374,788)	\$ (7,355)	\$ (382,143)
Net Rev as % of Gross Rev	5.6%	5.2%	5.0%			

Fire/Life Safety

The Residence Systems at Iowa’s public universities are committed to providing safe and compliant facilities for students, staff and guests. The universities have worked in conjunction with local fire safety officials, the State Fire Marshal’s Office, university public safety offices, and internal health and safety units to train students and staff, establish policies, perform fire drills, and update, implement and maintain fire safety best practices.

Student Success Initiatives

Each of the residence systems strive to provide a great “home” for any student choosing to live on campus by offering safe, clean, welcoming, and supportive communities. Research shows students living on-campus are more likely to stay in college, earn a higher GPA, and experience a greater degree of satisfaction with their overall college experience. They offer programs to students who may be struggling and need additional interventions or support systems to ensure academic and social success. As part of each university’s commitment to student success, the residence systems strive to connect students with common goals or interests to enhance their college experience and to provide a network of peers within the university.

**UNIVERSITY OF IOWA  
UNIVERSITY HOUSING & DINING (UH&D)**

COVID-19 Pandemic

On March 13, 2020, the University of Iowa decided to move the campus to virtual learning as the first Coronavirus cases appeared in Johnson County and subsequently the decision was made to close the residence halls and send students home if they were able to return home safely. Students were refunded \$15.85M in housing and meal plans for the spring semester. The University also canceled all summer camps and conferences traditionally hosted in the residence halls, creating an additional \$1.5M of lost income. To help reduce operating costs, UH&D required temporary furloughs of up to 200 hours for members of the dining merit staff.

The fall of 2020 saw a smaller first-year class size due to the continued Coronavirus situation. In addition, many students enrolled for classes which ended up being delivered virtually. UH&D allowed students who had all virtual classes and chose to live at home to be released from their room and board contract for the fall semester. Between the first day of move-in and the deadline for contract cancellations, 702 students were released from their housing and dining obligations for the fall semester, at an estimated semester revenue loss of \$3.67M. Of those 702 students released for fall, only 120 returned for the spring of 2021, resulting in another estimated \$3M loss of revenue for the spring semester. This loss of revenue was partially mitigated by temporary furloughs of 40 to 80 hours for those P&S and merit staff not furloughed in the summer.

To further support our students living in campus housing, 336 beds were set aside as quarantine and isolation space. A communication system and relocation process were developed for those testing positive or those considered close contacts of someone who tested positive. Residence Education staff were available to support students as they relocated to quarantine or isolation housing. In the fall 2020 semester, 52% of students needing relocation went to quarantine/isolation housing, while 48% went home or elsewhere off campus. At no time did the demand for isolation or quarantine beds exceed the number available.

In preparation for student arrival in the fall, UH&D took aggressive steps to protect students and staff, including the following partial list:

- Mask kits were provided to all incoming residential students.
- Plexiglass partitions were installed in dining and at all front desks.
- Antimicrobials were applied to all student rooms and all common area touchpoints.
- Touchless faucets were installed in many restrooms.
- Hand sanitizers were installed on all residence hall floors and at all hall desks.
- Custodial and dining staff were reallocated to clean public space touchpoints more frequently.
- Dining switched from dine-in marketplaces to express and online food ordering to-go.
- Ventilation system filters were replaced with hospital-grade filters in public areas.
- Staff who could work remotely were asked to do so throughout the academic year.
- The move-in process was expanded to minimize the number of students arriving at one time.
- Moving carts were disinfected between users.
- Volunteer move-in assistance was suspended for the year due to concerns for cross infection.
- Staff were provided protective equipment to minimize risk of cross infection. As of this report, minimal student to staff or staff to student infections were recorded.

The refunds issued in spring 2020, the reduced occupancy of academic year 2020-21, the cancellation of summer camps and conferences for summer 2020 and likely summer 2021, the inability to cater events, and the closures/reduced volumes in the retail dining operations have all combined to deplete the residence system's once-healthy reserve balances. UH&D received an allocation of CARES Act funding provided to the institution and expects net revenues to eventually return to previous levels once COVID-19 has passed. But it will take some time to fully recover and replenish the system reserves to allow for the appropriate level of capital project funding.

Five-Year Plan – table on page 6

- University enrollment projections, primarily those of the incoming first-year class, serve as a preliminary basis for estimating occupancy demand for housing and dining. Based on admissions indicators to date, an entering class of 4,800 new first-time students from high school is currently being estimated for fall 2021. This projection calls for a class size larger than the extraordinarily small fall 2020 first-year class of 4,530, returning to a level consistent with previous class sizes in recent history.
- With the expected availability of housing space, UH&D is in a position to again actively market and retain a larger number of returning students in the residence halls. Based on the projected first year class size for the fall of 2020, University Housing & dining elected to reduce the density of Mayflower Hall to create more single rooms for returning students. This effort proved successful, as nearly 1,200 students applied to return to the residence halls prior to the beginning of the pandemic. Enrollment and occupancy projections will continue to be monitored for potentially further adjustments to capacity that balance student desires for more private space with building density.
- UH&D is committed to providing modern, attractive facilities that meet the changing needs of students. Capital expenses during the past five years averaged over \$8 million per year, funded from system reserves. Due to the losses resulting from COVID-19, system reserves have been significantly reduced, limiting the ability to fund future capital projects from reserves. The University is planning for necessary capital improvements totaling another \$40 million over the next five years. A proposed bond issue in spring/summer 2021 is planned to fund several of those planned improvement projects. Until revenues have returned to adequately supply the system reserves with the necessary balances to fully fund capital project needs, future projects may be limited and/or delayed.
- Over the past 20 years, every restroom in the system has been renovated to provide privacy, upgraded drainage systems, improved ventilation, and corrected structural issues. In recent years, the department has dedicated additional funding to improve student living areas and lounge spaces. Current capital plans include multi-year projects, many of which have already begun, to improve Burge, Hillcrest, Currier, and Mayflower residence halls. All resident halls are equipped with both fire detection and suppression systems.

FY 2022 Preliminary Budget – table on page 7

- The refunds issued in spring 2020, the reduced occupancy of academic year 2020-21, the cancellation of summer camps and conferences for summer 2020 and likely summer 2021, the inability to cater events, and the closures/reduced volumes in the retail dining operations have all combined to deplete the residence systems once-healthy reserve balances. University Housing and Dining received an allocation of federal funds provided to the institution and expects net revenues to eventually return to previous levels once the pandemic's impact has passed.
- The FY 2022 preliminary budget was compiled using the proposed rates and occupancy projections of 5,725 students, an increase of 507 occupants from the current year which was significantly impacted by the pandemic. The preliminary budget net revenues from operations of \$17.9 million before debt service and mandatory transfers.
- All proposed FY 2022 rates for each room and board option begin on page 8 and are based on the estimated operating cost increases, planned infrastructure improvements, and the debt service requirements of the system. The proposed rate increase for the traditional double room with air, Black meal plan, and 200 Hawkeye Dollars is 2.69%. This needed rate increase maintains funding for operating costs, the debt service requirements of the system, and some planned infrastructure improvements.
- The current outstanding bond principal for UH&D is \$146 million and the annual debt service included in the FY 2022 preliminary budget is \$13 million. The budgeted FY 2022 debt service coverage ratio is 138%.

**University of Iowa's Five-Year Plan Summary  
University Housing & Dining  
(Dollars in Thousands)**

	Actual	Estimated	Proposed	Constant Dollars			
	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>	<u>FY 26</u>
<b>1 - CAPACITY &amp; OCCUPANCY</b>							
Residence Hall Housing							
(a) Current Operating Capacity (# of beds)	6,742	6,660	6,660	6,660	6,660	6,660	6,660
(b) Occupancy	6,333	5,218	5,725	5,850	6,025	6,025	6,025
(c) Occupancy Ratio	93.9%	78.3%	86.0%	87.8%	90.5%	90.5%	90.5%
<b>2 - CAPITAL IMPROVEMENTS &amp; REPAIRS</b>							
(a) Improvements from Bond Proceeds	\$ -	\$ 10,000	\$ 10,000	\$ 4,750	\$ -	\$ -	\$ -
(b) Improvements from Voluntary Reserves	\$ 5,222	\$ 111	\$ 2,937	\$ 4,872	\$ 5,200	\$ 5,200	\$ 5,200
(c) Repairs from Current Revenues	\$ 5,981	\$ 5,702	\$ 6,110	\$ 6,110	\$ 6,110	\$ 6,110	\$ 6,110
(d) Gross Square Feet Maintained (000's)	2,120	2,120	2,120	2,120	2,120	2,120	2,120
<b>3 - OPERATING REVENUES &amp; EXPENDITURES</b>							
(a) Total Revenues	\$ 77,475	\$ 63,495	\$ 74,028	\$ 75,077	\$ 77,007	\$ 77,124	\$ 77,113
(b) Less Expenditures (Excluding Univ O.H.)	52,242	47,598	56,105	56,357	56,578	56,617	56,617
(c) Net Operating Revenues	25,233	15,897	17,923	18,720	20,429	20,507	20,496
(d) Less Mandatory Transfers	600	600	600	600	600	600	600
(e) Less Debt Service	11,993	11,598	12,987	12,983	13,016	11,909	11,920
(f) Net to Voluntary Reserves	\$ 12,640	\$ 3,699	\$ 4,336	\$ 5,137	\$ 6,813	\$ 7,998	\$ 7,976
<b>4 - VOLUNTARY (UNRESTRICTED) RESERVES</b>							
(a) Beginning Balance	\$ 15,092	\$ 9,388	\$ 12,532	\$ 11,469	\$ 9,247	\$ 9,993	\$ 10,278
(b) Add Mandatory Transfers from (3d)	600	600	600	600	600	600	600
(c) Add Net to Voluntary Reserves from (3f)	12,640	3,699	4,336	5,137	6,813	7,998	7,976
(d) Less Improvements (2b) & Other Costs	18,944	1,155	5,999	7,959	6,667	8,313	8,326
(e) Year-End Balance	\$ 9,388	\$ 12,532	\$ 11,469	\$ 9,247	\$ 9,993	\$ 10,278	\$ 10,528

**University of Iowa  
University Housing & Dining Preliminary Budget 2021-22**

	<b>Actual</b>	<b>Approved</b>	<b>Revised</b>	<b>Proposed</b>
	<b>2019-20</b>	<b>Budget</b>	<b>Estimate</b>	<b>Budget</b>
	<b>2019-20</b>	<b>2020-21</b>	<b>2020-21</b>	<b>2021-22</b>
<b>OPERATIONS</b>				
Revenues	\$ 77,475,069	\$ 72,572,881	\$ 63,494,737	\$ 74,028,069
Expenditures for Operations	52,241,552	55,223,142	47,597,590	56,105,171
Net Revenues	25,233,517	17,349,739	15,897,147	17,922,898
% of Revenues	32.6%	23.9%	25.0%	24.2%
Debt Service (due July 1)	11,993,219	11,597,669	11,597,669	12,987,007
Mandatory Transfers	600,000	600,000	600,000	600,000
Net After Debt Service & Mandatory Transfers	\$ 12,640,298	\$ 5,152,070	\$ 3,699,478	\$ 4,335,891
% of Revenues	16.3%	7.1%	5.8%	5.9%
Debt Service Coverage Ratio	210%	150%	137%	138%
University Overhead Payment	\$ 624,684	\$ 545,208	\$ 545,208	\$ 561,625
<b>FUND BALANCES (June 30)</b>				
Revenue Fund	\$ -	\$ -	\$ -	\$ -
Operation & Maintenance Fund	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Improvement Fund	7,692,050	4,801,750	781,750	4,871,750
System Fund	696,385	704,646	10,751,556	5,599,072
Subtotal--Voluntary Reserves	9,388,435	6,506,396	12,533,306	11,470,822
Bond Reserve Fund	14,386,896	12,331,506	13,877,984	13,877,984
Bond Construction Fund	-	-	14,750,000	4,750,000
Subtotal--Mandatory Reserves	14,386,896	12,331,506	28,627,984	18,627,984
<b>Total Fund Balances (June 30)</b>	<b>\$ 23,775,331</b>	<b>\$ 18,837,902</b>	<b>\$ 41,161,290</b>	<b>\$ 30,098,806</b>
<b>REVENUES AND EXPENDITURES DETAIL</b>				
<b>Revenues</b>				
Contracts	\$ 68,651,697	\$ 62,854,951	\$ 51,798,173	\$ 61,342,441
Interest	877,169	880,000	437,249	597,158
Other Income	7,946,203	8,837,930	11,259,315	12,088,470
Total Revenues	\$ 77,475,069	\$ 72,572,881	\$ 63,494,737	\$ 74,028,069
<b>Expenditures for Operations</b>				
Salaries, Wages & Benefits	\$ 25,920,245	\$ 26,855,493	\$ 23,482,653	\$ 27,274,233
Cost of Food or Goods Sold	9,005,545	11,014,000	7,610,676	11,747,688
Other Operating Expense	7,740,889	7,638,183	6,887,610	7,202,700
Utilities	5,892,096	6,202,966	6,146,151	6,453,050
Repairs & Maintenance	3,682,777	3,512,500	3,470,500	3,427,500
Total Expenditures	\$ 52,241,552	\$ 55,223,142	\$ 47,597,590	\$ 56,105,171

University of Iowa Housing & Dining  
Proposed Residence System Rates

<b>Room Type</b>	<b>Current FY2020-21 Rate</b>	<b>Proposed FY2021-22 Rate</b>	<b>Percent Change</b>
Single with Air	\$ 9,067	\$ 9,316	2.7%
Single with Air & Shared Bath	10,365	10,650	2.7%
Single with Bath & Air	11,880	12,207	2.8%
Double with Air	6,999	7,191	2.7%
Double with Air & Shared Bath	7,837	8,053	2.8%
Double with Bath & Air	8,674	8,913	2.8%
Double with Kitchen, Bath & Air	9,086	9,336	2.8%
Triple with Air	5,914	6,077	2.8%
Triple with Bath & Air	7,037	7,231	2.8%
Triple Suite with Kitchen, Bath & Air	8,109	8,332	2.8%
Quad with Air	5,143	5,284	2.7%
Quad with Bath & Air	5,984	6,149	2.8%
Quad Suite with Kitchen, Bath & Air	6,804	6,991	2.7%
Mayflower Single with Kitchen, Bath & Air	9,067	9,316	2.7%
Mayflower Double with Kitchen, Bath & Air	7,851	8,067	2.8%
Single with Air & Pod Configuration	10,148	10,427	2.7%
Double with Air & Pod Configuration	8,054	8,275	2.7%
Triple with Air & Pod Configuration	6,949	7,140	2.7%
Quad with Air & Pod Configuration	5,845	6,006	2.8%
Temporary Housing (Daily Rate)	10	10	0.0%
 Hawkeye Dollars (assessed to all room contractholders)	 200	 200	 0.0%
 Housing Application Fee (assessed to all 1st-time applicants only)	 75	 75	 0.0%
 <u>Board Rates</u>			
Gold (Unlimited)	3,850	3,955	2.7%
Black (220)	3,470	3,565	2.7%
Hawkeye (75)	1,490	1,530	2.7%
 <u>University-affiliated Guest Rates (monthly)</u>			
Studio apartment	700	700	0.0%
One-bedroom apartment	900	900	0.0%
Two-bedroom apartment	1,200	1,200	0.0%

Note: The Double with Air room rate, Black meal plan, and \$200 Hawkeye Dollars were used for the rate comparison on page 2.



<b>Residence Halls Daily Summer Rates</b>	<b>Current Summer 2021 Rates</b>	<b>Proposed Summer 2022 Rates</b>	<b>Percent Change</b>
Single with Air	\$ 53.34	\$ 54.81	2.8%
Single with Air & Shared Bath	58.62	60.23	2.7%
Single with Bath & Air	66.52	68.35	2.8%
Double with Air	37.80	38.84	2.8%
Double with Air & Shared Bath	41.54	42.68	2.7%
Double with Bath & Air	45.31	46.56	2.8%
Double with Kitchen, Bath & Air	47.18	48.48	2.8%
Triple with Air	30.77	31.62	2.8%
Triple with Bath & Air	35.76	36.74	2.7%
Triple Suite with Kitchen, Bath & Air	40.55	41.67	2.8%
Quad with Air	26.69	27.42	2.7%
Quad with Bath & Air	27.20	27.95	2.8%
Quad Suite with Kitchen, Bath & Air	33.59	34.51	2.7%
Mayflower Single with Kitchen, Bath & Air	52.04	53.47	2.7%
Mayflower Double with Kitchen, Bath & Air	42.05	43.21	2.8%
Single with Air & Pod Configuration	56.47	58.02	2.7%
Double with Air & Pod Configuration	44.80	46.03	2.7%
Triple with Air & Pod Configuration	38.67	39.73	2.7%
Quad with Air & Pod Configuration	32.52	33.41	2.7%
<b>Summer Board Rates</b>			
200 Meal Block	\$1,513	\$1,555	2.8%
150 Meal Block	1,214	1,247	2.7%
100 Meal Block	870	894	2.8%
50 Meal Block	463	476	2.8%

**IOWA STATE UNIVERSITY  
DEPARTMENT OF RESIDENCE (DOR)**

COVID-19 Pandemic

The end of FY20 and all of FY21 have centered on responding to COVID-19 and serving students according to the path they chose while navigating an academic experience comprised of in-person, hybrid, and/or online learning.

The closure of residence halls in March 2020 due to the pandemic resulted in refunds to students of \$14.5M. When it was announced in early June 2020 that on campus housing would be available for fall 2020, contracted student numbers began to increase, going from 9,407 to 9,727 by July 31. However, due to the circumstances described in the first three bullet points below, contract cancellations were received in August at an unprecedented rate resulting in a fall occupancy of 8,658. The decision to offer on campus housing to any student desiring that experience was used as a key strategy to support strong enrollment. However, it did require the DOR to operate under dramatically different conditions than any prior year.

While the spring semester started well, COVID-19 required a swift response. ISU Dining modified operations in order to meet the evolving needs of students and the community. A Grab & Go operation and production was centralized out of Friley Windows for students who remained on campus. ISU Dining partnered with the President's Office, the Department of Residence, the ISU Alumni Association, Student Affairs, and the International Students and Scholars Office to establish a food pantry that distributed products, serving more than 4,000 across the ISU and greater Story County community.

A number of strategies had to be employed to provide housing while supporting University and student decisions navigating COVID-19. These strategies included:

- Cancellation deadline without penalty for returning and new students was extended.
- If a student's coursework converted to all online after August 17, 2020 students were released from their contract without penalty if they chose to return home.
- All triple and quad rooms were converted to double occupancy.
- A staggered, extended, move-in process that allowed for social distancing was created.
- COVID-19 testing was required of all new residents upon their arrival.
- Face coverings were required in all public spaces in all buildings.
- Student gatherings were limited with expected physical distancing of at least 6 feet at all times.
- Hand sanitizing stations were placed throughout all facilities.
- Routine sanitization throughout buildings.
- Oak-Elm had been designated for temporary closure for fall 2020, but due to COVID-19 the building was used as quarantine housing for any residence hall students who experienced symptoms or who were exposed to a positive individual.
- Linden Hall had not been designated for closure, but given the need for isolation housing, 13 returning residents were given priority to relocate elsewhere and Linden was utilized as isolation housing for any residence hall students who tested positive for COVID-19 upon arrival or at any time throughout the academic year.
- Professional moving services were contracted to relocate residence hall students to and from isolation/quarantine housing and permanent assignments.
- Personalized menu selection and daily meal delivery were instituted for residents in isolation and quarantine.
- Outreach protocols were established from DOR, Student Counseling Services, Thielen Student Health Services, and Dean of Students Office to student living in isolation and quarantine.

Five-Year Plan – table on page 12

- Due to the large enrollment growth from 2013-2016, student housing was in high demand and over 8,000 beds were added to the Ames community. With enrollment returning to pre-2013 levels, students currently have more options (available at better price points as competition between off-campus properties increases) which has impacted demand for on-campus housing. With the projected vacancy, DOR will temporarily close Wallace, Wilson, Oak-Elm, and Linden Halls to realize operating cost savings. The DOR will reopen buildings as demand requires.
- Reduced occupancy results in reduce funding for projects. However, significant renovations are planned in multiple residence and dining facilities so the DOR can continue to maintain occupied inventory as an attractive home for current and future students. Over the next several years, all windows will be replaced and every restroom in a residence hall over 20 years-old will be fully renovated to Universal Design specifications. All apartments over 20 years old will receive new windows and roofs within the next two years. These investments are in addition to life-cycling common areas and updating student room paint, flooring, and furniture, plus a \$3.3M set aside to address the 40,000 work orders received annually. Several renovations to dining facilities and retail markets are also planned in the coming years.
- Funding for capital improvements and fire safety improvements in the residence and dining facilities for FY22 - FY26 will come from annual net revenues. As described above, projects that were cancelled in summer 2020 due to COVID concerns, as well as projects delayed to out-years for the same reason, will be added back as funds become available.
- Capital spending for housing and dining projects from voluntary reserves is projected to range from \$3.3M-\$6.5M per year throughout the 5-year plan. The DOR will continue to evaluate and prioritize uses for these funds to address building improvement needs. Funds will be committed as revenue is earned and adjustments will be made to the planned projects as necessary to maintain adequate reserves and a favorable debt service coverage ratio.

FY 2022 Preliminary Budget – table on page 13

- The final occupancy projection used in the FY21 budget was 9,464 students. Actual count day occupancy for fall 2020 was 8,658. The shift in occupancy as well as higher than normal attrition from fall to spring has resulted in estimated lost contract revenue of approximately \$6M. With a current projected occupancy of 9,250 for Fall 2021, contract revenues are projected to recover some for FY22.
- COVID also has had an impact on revenues in retail and catering operations in ISU Dining, as well as conference revenues. Total losses, which are included in other income, are approximately \$3M. As with the contract revenue, these revenue streams are projected to recover for FY 2022.
- The Odyssey of the Mind organization will hold its world competition at ISU during May of 2022. The FY 2022 budget includes additional contract revenue of approximately \$1.2 million for housing and dining. Odyssey of the Mind is scheduled to be on the ISU campus in even numbered years through 2026.
- All proposed FY 2022 room and board rates begin on page 14. With student input and to simplify rates, the DOR proposes to institute a number of programmatic changes to better meet student expectations and requests. These include reducing rates for non-air double rooms and Federiksen 4-person 4 bedroom apartments, and standardizing suite-style rates across all residence halls. This recalibration results in varying room rate adjustments when compared to the current year. Proposed board rates reflect a 2.0% increase. When combined, the proposed rate change for the standard double room (no air conditioning) and meal plan (Cardinal) is a 1.14% reduction.
- The current outstanding bond principal is \$122 million and the annual debt service included in the FY 2022 preliminary budget is \$14.4 million. The budgeted FY 2022 debt service coverage ratio is 161%.

**Iowa State University's Five-Year Plan Summary  
Department of Residence  
(Dollars in Thousands)**

	Actual	Estimated	Proposed	Constant Dollars			
	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>	<u>FY 26</u>
<b>1 - CAPACITY &amp; OCCUPANCY</b>							
Residence Hall Housing							
(a) Current Operating Capacity (# of beds)	7,409	6,829	5,987	5,987	5,987	5,987	5,987
(b) Occupancy	6,967	5,817	5,668	5,676	5,694	5,709	5,723
(c) Occupancy Ratio	94.0%	85.2%	94.7%	94.8%	95.1%	95.4%	95.6%
Apartment Housing							
(d) Current Operating Capacity (Units)	3,727	3,747	3,780	3,792	3,792	3,792	3,792
(e) Units Occupied	3,490	2,841	3,582	3,596	3,606	3,616	3,625
(f) Occupancy Ratio	93.6%	75.8%	94.8%	94.8%	95.1%	95.4%	95.6%
<b>2 - CAPITAL IMPROVEMENTS &amp; REPAIRS</b>							
(a) Improvements from Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(b) Improvements from Voluntary Reserves	\$ 10,524	\$ 5,000	\$ 5,950	\$ 6,500	\$ 5,650	\$ 5,550	\$ 4,650
(c) Repairs from Current Revenues	\$ 4,678	\$ 4,849	\$ 4,377	\$ 3,726	\$ 4,127	\$ 4,176	\$ 4,177
(d) Gross Square Feet Maintained (000's)	3,655	3,655	3,655	3,655	3,655	3,655	3,655
<b>3 - OPERATING REVENUES &amp; EXPENDITURES</b>							
(a) Total Revenues	\$ 96,572	\$ 79,412	\$ 88,405	\$ 87,947	\$ 88,685	\$ 88,215	\$ 88,947
(b) Less Expenditures (Excluding Univ O.H.)	65,440	61,787	65,332	64,599	65,037	64,957	65,038
(c) Net Operating Revenues	31,132	17,625	23,073	23,348	23,648	23,258	23,909
(d) Less Debt Service	15,015	12,616	14,368	15,217	15,203	14,685	13,761
(e) Less Voluntary Transfers	3,939	4,096	4,189	4,189	4,189	4,189	4,189
(f) Net to Voluntary Reserves	\$ 12,178	\$ 913	\$ 4,516	\$ 3,942	\$ 4,256	\$ 4,384	\$ 5,959
<b>4 - VOLUNTARY (UNRESTRICTED) RESERVES</b>							
(a) Beginning Balance	\$ 43,144	\$ 43,797	\$ 26,785	\$ 25,426	\$ 22,943	\$ 21,625	\$ 20,534
(b) Add Net to Voluntary Reserves from (3f)	12,178	913	4,516	3,942	4,257	4,384	5,959
(c) Add Transfer from Plant & Other Revenues	13,566	75	75	75	75	75	75
(d) Less Improvements (2b) & Other Costs	25,092	18,000	5,950	6,500	5,650	5,550	4,650
(e) Year-End Balance	\$ 43,796	\$ 26,785	\$ 25,426	\$ 22,943	\$ 21,625	\$ 20,534	\$ 21,918

**Iowa State University  
Residence System Proposed Budget 2021-22**

	<b>Actual</b>	<b>Approved</b>	<b>Estimates</b>	<b>Proposed</b>
	<b>2019-20</b>	<b>Budget</b>	<b>2020-21</b>	<b>Budget</b>
		<b>2020-21</b>		<b>2021-22</b>
<b>OPERATIONS</b>				
Revenues	\$ 96,571,836	\$ 88,424,927	\$ 79,411,620	\$ 88,404,816
Expenditures for Operations	65,439,670	68,454,864	61,786,570	65,331,521
Net Revenues	31,132,166	19,970,063	17,625,050	23,073,295
% of Revenues	32.2%	22.6%	22.2%	26.1%
Debt Service (due July 1)	15,015,403	12,615,601	12,615,601	14,368,293
Net After Debt Service	\$ 16,116,763	\$ 7,354,462	\$ 5,009,449	\$ 8,705,002
% of Revenues	16.7%	8.3%	6.3%	9.8%
Debt Service Coverage Ratio	207%	158%	140%	161%
University Overhead Payment	\$ 3,938,990	\$ 4,096,550	\$ 4,096,550	\$ 4,188,615
<b>FUND BALANCES (June 30)</b>				
Improvement Fund	\$ 10,310,414	\$ 8,947,780	\$ 7,910,414	\$ 7,660,414
System Fund	33,486,222	16,986,330	18,874,121	17,765,506
Subtotal--Voluntary Reserves	43,796,636	25,934,110	26,784,535	25,425,920
Bond Reserve Fund	15,149,384	15,217,092	15,149,384	15,149,384
Bond Construction Fund	-	-	-	-
Subtotal--Mandatory Reserves	15,149,384	15,217,092	15,149,384	15,149,384
<b>Total Fund Balances (June 30)</b>	<b>\$ 58,946,020</b>	<b>\$ 41,151,202</b>	<b>\$ 41,933,919</b>	<b>\$ 40,575,304</b>
<b>REVENUES AND EXPENDITURES DETAIL</b>				
<b>Revenues</b>				
Contracts	\$ 81,873,733	\$ 75,647,649	\$ 69,717,554	\$ 74,919,605
Interest	949,765	55,000	55,000	255,000
Other Income	13,748,338	12,722,278	9,639,066	13,230,211
Total Revenues	\$ 96,571,836	\$ 88,424,927	\$ 79,411,620	\$ 88,404,816
<b>Expenditures for Operations</b>				
Salaries, Wages & Benefits	\$ 31,787,439	\$ 34,282,124	\$ 30,383,522	\$ 32,348,712
Cost of Food or Goods Sold	11,360,591	10,361,220	10,261,124	10,876,822
Other Operating Expense	10,963,141	12,398,090	8,665,437	10,506,377
Utilities	6,650,619	7,426,861	7,560,022	7,153,763
Repairs & Maintenance	4,677,880	3,986,569	4,916,465	4,445,847
Total Expenditures	\$ 65,439,670	\$ 68,454,864	\$ 61,786,570	\$ 65,331,521

**IOWA STATE UNIVERSITY  
Department of Residence - Proposed Rates for Fiscal Year 2022**

Application / Contracting Fees			FY21 Rate	FY22 Rate	\$ Increase	% Increase
One-time, new admit Contracting Fee <sup>1</sup>			\$ 10	\$ 10	\$ -	0.00%
One-time, new admit Housing Prepayment <sup>2</sup>			\$ 125	\$ 125	\$ -	0.00%
Academic Year Traditional Style Residence Hall Rates <sup>3</sup>		New Rate Title/Category	FY21 Rate	FY22 Rate	\$ Increase	% Increase
Richardson Court and Union Drive **Includes Maple Double non-suite rooms <sup>4</sup>	Quad - No AC	Double - No AC	\$ 4,305	\$ 4,590	\$ 285	6.62%
	Triple - No AC	Double - No AC	\$ 4,544	\$ 4,590	\$ 46	1.01%
	Double - No AC	Double - No AC	\$ 4,783	\$ 4,590	\$ (193)	-4.04%
	Triple - with AC	Double - with AC	\$ 4,587	\$ 4,950	\$ 363	7.91%
	Double - with AC	Double - with AC	\$ 4,847	\$ 4,950	\$ 103	2.13%
	Maple Double	Double - with AC	\$ 5,472	\$ 4,950	\$ (522)	-9.54%
	Single - No AC	Single - No AC	\$ 6,218	\$ 5,490	\$ (728)	-11.71%
	Single - with AC	Single - with AC	\$ 6,346	\$ 5,850	\$ (496)	-7.82%
	Double as Single <sup>5</sup>	n/a	n/a	\$ 1,500	n/a	n/a
Wallace/Wilson <sup>6</sup>	Double	WW Double	\$ 4,050	\$ 4,050	\$ -	0.00%
	Single	WW Single	\$ 4,500	\$ 4,950	\$ 450	10.00%
	XL Single	WW XL Single	\$ 4,815	\$ 5,175	\$ 360	7.48%
Academic Year Suite Style Residence Hall Rates <sup>3</sup>		New Rate Title/Category	FY21 Rate	FY22 Rate	\$ Increase	% Increase
Suite Style Residence Halls and Geoffroy Hall **Includes Martin, Eaton, Buchanan, Maple Suites, and Geoffroy Hall <sup>4</sup>	Geoffroy Double	Double Suite	\$ 6,344	\$ 6,075	\$ (269)	-4.24%
	Maple Double Suite	Double Suite	\$ 5,724	\$ 6,075	\$ 351	6.13%
	Buchanan Double Suite	Double Suite	\$ 6,190	\$ 6,075	\$ (115)	-1.86%
	Martin/Eaton Double Suite	Double Suite	\$ 6,537	\$ 6,075	\$ (462)	-7.07%
	Martin Corner Suite	Double Suite	\$ 7,459	\$ 6,075	\$ (1,384)	-18.55%
	Martin Lofted Double	Double Suite	\$ 8,513	\$ 6,075	\$ (2,438)	-28.64%
	Geoffroy Single	Single Suite	\$ 8,248	\$ 6,975	\$ (1,273)	-15.43%
	Buchanan Single Suite	Single Suite	\$ 7,119	\$ 6,975	\$ (144)	-2.02%
	Martin/Eaton Single Suite	Single Suite	\$ 7,518	\$ 6,975	\$ (543)	-7.22%
	Double as Single <sup>5</sup>	n/a	n/a	\$ 1,500	n/a	n/a
Academic Year Apartment Rates <sup>7</sup>		New Rate Title/Category	FY21 Rate	FY22 Rate	\$ Increase	% Increase
Frederiksen Court	2 Bedroom Shared		\$ 4,848	\$ 4,950	\$ 102	2.10%
	4 Bedroom Single		\$ 6,084	\$ 5,400	\$ (684)	-11.24%
	2 Bedroom Private		\$ 7,434	\$ 5,850	\$ (1,584)	-21.31%
	2 Bedroom Private - Pet	2 Bedroom Private - Pet <sup>8</sup>	n/a	\$ 6,120	n/a	n/a
Schilletter Village <sup>9</sup>	2 Bedroom		\$ 5,933	\$ 6,120	\$ 187	3.15%
	2 Bedroom Pet		\$ 6,204	\$ 6,390	\$ 186	3.00%
University Village <sup>9</sup>	1 Bedroom		\$ 5,124	\$ 5,265	\$ 141	2.75%
	1 Level - 2 Bedroom		\$ 5,503	\$ 5,670	\$ 167	3.03%
	Townhouse		\$ 5,854	\$ 6,030	\$ 176	3.01%
	Townhouse Pet/Furnished		\$ 6,204	\$ 6,390	\$ 186	3.00%

Summer Residence Hall Rates <sup>10</sup>		New Rate Title/Category	Summer 2021 Rate	Summer 2022 Rate	\$ Increase	% Increase
Suite Style Residence Halls and Geoffroy Hall <sup>4</sup>	Buchanan Double Suite	Suite Double Summer	\$ 1,318	\$ 1,305	\$ (13)	-0.99%
	Eaton Double Suite	Suite Double Summer	\$ 1,223	\$ 1,305	\$ 82	6.70%
	Geoffroy Double	Suite Double Summer	\$ 1,397	\$ 1,305	\$ (92)	-6.59%
	Buchanan Single Suite	Suite Single Summer	\$ 1,581	\$ 1,500	\$ (81)	-5.12%
	Eaton Single Suite	Suite Single Summer	\$ 1,527	\$ 1,500	\$ (27)	-1.77%
	Geoffroy Single	Suite Single Summer	\$ 1,675	\$ 1,500	\$ (175)	-10.45%
Richardson Ct and Union Dr Neighborhoods <sup>4</sup>	Friley Double AC	Double with AC Summer	\$ 1,067	\$ 1,065	\$ (2)	-0.19%
	Friley Single AC	Single with AC Summer	\$ 1,280	\$ 1,260	\$ (20)	-1.56%

Summer Apartment Rates <sup>10</sup>		New Rate Title/Category	Summer 2021 Rate	Summer 2022 Rate	\$ Increase	% Increase
Frederiksen Court	2 Bedroom Shared		\$ 1,045	\$ 1,065	\$ 20	1.91%
	4 Bedroom Single		\$ 1,307	\$ 1,155	\$ (152)	-11.63%
	2 Bedroom Private		\$ 1,569	\$ 1,260	\$ (309)	-19.69%
	2 Bedroom Private Pet	2 Bedroom Private Pet <sup>8</sup>	n/a	\$ 1,320	n/a	n/a
Schilletter Village <sup>9</sup>	2 Bedroom		\$ 1,844	\$ 1,905	\$ 61	3.31%
	2 Bedroom Pet		\$ 1,927	\$ 1,980	\$ 53	2.75%
University Village <sup>9</sup>	1 Bedroom		\$ 1,593	\$ 1,625	\$ 32	2.01%
	1 Level - 2 Bedroom		\$ 1,710	\$ 1,744	\$ 34	1.99%
	Townhouse		\$ 1,819	\$ 1,855	\$ 36	1.98%
	Townhouse Pet/Furnished		\$ 1,927	\$ 1,966	\$ 39	2.02%

Guest Apartment Daily Rates		FY21 Rate	FY22 Rate	\$ Increase	% Increase
Furnished		\$ 48	\$ 48	\$ -	0.00%
Non-Furnished		\$ 37	\$ 37	\$ -	0.00%

- 1 - This fee is refundable prior to the cancellation deadline. After the cancellation deadline, this fee is non-refundable.
- 2 - This fee is refundable prior to the cancellation deadline. After the cancellation deadline, the prepayment is forfeited. If the student remains contracted for housing, the prepayment is applied to spring room fees.
- 3 - Meal plans are required in all residence halls except Wallace and Wilson.
- 4 - Prior to this year, different rates existed for similar room types across both of these communities. The proposed rates combine and simplify these multiple rates. Summer rates have, in the past, only been advertised for certain buildings. These proposed rates will apply to neighborhoods, so that we can be flexible when identifying where summer student housing will be located.
- 5 - These options are not offered as standard and availability is based on resident demand and space constraints. There will be a \$1500 charge above the standard rate for students who request and are contracted for these spaces.
- 6 - Although Wallace and Wilson are planned to be closed for Fall 2021 and Spring 2022, rates will be published in the event that either or both buildings are re-opened.
- 7 - Meal plans are encouraged, but not required in on-campus apartments.
- 8 - Pet friendly apartments (48) will be added in Frederiksen Court for Fall 2021.
- 9 - All Schilletter / University Village rates are per unit. In a two-bedroom unit occupied by two residents each resident pays half.
- 10 - Meal plans are encouraged, but not required in any location during the summer.

**IOWA STATE UNIVERSITY  
ISU Dining - Proposed Residence System Rates for Fiscal Year 2022**

Dining Center Door Rate	FY21 Rate	FY22 Rate	\$ Increase	% Increase
Breakfast	\$ 10.60	\$ 10.81	\$ 0.21	2.00%
Lunch / Dinner	\$ 13.65	\$ 13.92	\$ 0.27	2.00%

Early Move In Plans	FY21 Rate	FY22 Rate	\$ Increase	% Increase
3 Meal Plan	\$ 30.30	\$ 30.91	\$ 0.61	2.00%
6 Meal Plan	\$ 60.60	\$ 61.81	\$ 1.21	2.00%
9 Meal Plan	\$ 90.90	\$ 92.72	\$ 1.82	2.00%

**Purchased Dining Dollars<sup>1</sup>**

Available during the summer and the academic year. Rates listed are per dollar.

Dining Dollars can be used in all ISU Dining locations. Unused Dining Dollars expire at the end of the spring semester.

Dining Dollars (DD)	FY20 Rate	FY21 Rate	\$ Increase	% Increase
\$10-\$190 Dining Dollars (Face Value)	\$ 1.00	\$ 1.00	\$ -	0.00%
\$200-390 Dining Dollars (5% discount)	\$ 0.95	\$ 0.95	\$ -	0.00%
\$400-590 Dining Dollars (7.5% discount)	\$ 0.93	\$ 0.93	\$ -	0.00%
\$600 Plus Dining Dollars (10% discount)	\$ 0.90	\$ 0.90	\$ -	0.00%

**Purchased Flex Meals<sup>1</sup>**

Available during the summer and the academic year. Rates listed are per the amount of meals purchased.

Flex meals may be used for the contracted student or a guest in all dining centers, C-Stores, and the following locations: MU Food Court, Clyde's, Hawthorn, Design Café, Froots, and Lance & Ellie's.

Flex Meals	FY21 Rate	FY22 Rate	\$ Increase	% Increase
25 Meals	\$ 290.00	\$ 295.80	\$ 5.80	2.00%
50 Meals	\$ 566.00	\$ 577.32	\$ 11.32	2.00%
85 Meals	\$ 942.00	\$ 960.84	\$ 18.84	2.00%
105 Meals	\$ 1,135.00	\$ 1,157.70	\$ 22.70	2.00%

**Academic Year Meal Plans**

Meal quantities and Dining Dollar values are per semester. Plan rates are per academic year.

Dining Center meals may be used by the contracted student in any of ISU Dining's five Residential Dining Centers.

Unused dining center and flex meals expire at the end of each semester. Unused Dining Dollars expire at the end of the spring semester.

Plan Name	FY21 Rate	FY22 Rate	\$ Increase	% Increase
Flex Plan w/220 Meals & \$75 DD per semester <sup>2 3</sup>	\$ 4,830	\$ 4,928	\$ 98.00	2.03%
Cyclone Plan w/ UNLIMITED Dining Center Meals, 20 Flex Meals, and \$300 Dining Dollars per semester <sup>2</sup>	\$ 4,830	\$ 4,928	\$ 98.00	2.03%
Cardinal Plan w/ UNLIMITED Dining Center Meals, 14 Flex Meals, and \$100 Dining Dollars per semester	\$ 4,410	\$ 4,498	\$ 88.00	2.00%
Gold Plan w/ 200 Dining Center Meals, 15 Flex Meals, and \$200 Dining Dollars per semester <sup>2</sup>	\$ 4,143	\$ 4,226	\$ 83.00	2.00%
Silver Plan w/150 meals & \$300 DD per semester <sup>4</sup>	\$ 3,788	\$ 3,864	\$ 76.00	2.01%
Bronze Plan w/125 meals & \$275 DD per semester <sup>4</sup>	\$ 3,218	\$ 3,282	\$ 64.00	1.99%

1. These options are available to all ISU students regardless of residency.
2. These options are available to all ISU students regardless of residency. Residents of required participation areas must select one of these
3. Flex Plan is 220 meals per semester, 10 per week available as flex meals.
4. These options are only available to residents of voluntary areas.
5. Cardinal Plan increase from \$50 dining dollars to \$100 dining dollars for FY21

Note: The Double-No AC room rate and Cardinal meal plan were used for the rate comparison on page 2.



**UNIVERSITY OF NORTHERN IOWA  
HOUSING AND DINING**

COVID-19 Pandemic

Through a variety of mitigation efforts entering and continuing through the fall 2020 semester, students were able to continue engaging in an on campus residential experience through programs, events, and community building. Beginning with move-in, students were offered two options for move-in to decrease the number of families coming to campus at one time. Additionally, move-in days were spread out over multiple days with caps on both the number of students able to move in on a particular day as well as the number of guests/visitors students could have accompanying them during move-in.

In consultation with the Black Hawk County Public Health Department, procedures and protocols were developed to support the needs of our residents should they be required to isolate or quarantine. Additionally, the campus-wide COVID-19 Steering Committee provided additional guidance based on recommendations from the Iowa Department of Public Health and the Center for Disease Control and Prevention. In preparation for the likelihood of students needing to either quarantine or isolate on campus, several rooms and floors across campus were designated for these purposes. Students living in the traditional halls were given the opportunity to move into a room without a roommate for no additional charge.

To reduce transmission of COVID-19 across campus; several additional safety protocols were implemented within University Housing and Dining. Two additional policies were enacted this fall; residents in all areas outside of their bedrooms/shower areas are required to wear a face covering and guests in rooms were limited to no more than double the occupancy of a room or apartment. A compliance rate of more than 90% with the additional policies was achieved for the fall 2020 semester.

In addition to policy changes, several additional cleaning practices were implemented. Custodial and maintenance staff increased the cleaning of common area spaces and bathrooms; which were cleaned twice a day. Staff was advised to limit interactions with students if they needed to enter a student's room for maintenance, as well as staggering shifts to cover a larger portion of the day to increase cleaning. Housing staff also supported additional cleaning efforts by having staff clean common areas spaces while on-call in the evenings to add a third layer of cleaning to high contact surfaces such as elevators, door handles, and lounges.

Through routine assessment, COVID-19 protocols and practices were continuously updated and revised. Housing and Dining staff implemented practices to provide both housing and dining services to students who needed to isolate and could not visit a dining location or stay in their current room space on campus. Based on feedback from students, processes for food delivery, food variety, and housing options were updated, along with providing opportunities for engagement while in isolation in an effort to mitigate potential mental health impacts and the lack of socialization.

In conjunction with the university-wide changes, access to dining centers was limited to meal plan participants only, to ensure accessibility while capacity limits were reduced to comply with social distancing and other requirements. Occupancy monitors with an online link were provided so students could check occupancy before walking to a dining center for meals. ID card access to the dining centers was adapted to be contactless. Students had the option to take any or all meals to-go using a convenient token exchange system. A meal plan outpost location was provided at the center of campus where students could order lunch or dinner six days a week via a mobile ordering app.

Self-service of food products in the dining centers was limited to beverages, pizza, and major condiments. Menu items typically provided for self service, such as salad bars, were instead served by attendants. All tabletop condiment and napkin dispensers were replaced by centralized dispensers that were continuously cleaned and sanitized. Plexiglas transaction barriers were installed at all points of service, including in retail outlets. The checkout process at retail locations was adapted to be largely self-service and to limit or eliminate common contact points.

Five-Year Plan – table on page 19

- University enrollment and Residence occupancy projections form the basis for the residence system financial forecasts. Occupancy in the traditional residence halls and the apartments is projected to remain stable through FY 2026 at 2,965 students.
- Operating capacity will decrease in the residence halls for FY 2022 to 2,695 beds to meet student desires for more single rooms in upper-division housing. Triple suites in Rider and Lawther Halls will be converted to doubles and most double suites in Lawther will be converted to single occupancy rooms.
- Capital projects/improvements funded in the five-year plan include improvements to Dancer and Noehren Halls to make the facilities more appealing to students and better meet their needs. The second phase of the Noehren Hall renovations include updating room finishes and furnishings and converting community bathrooms to private pod-style bathrooms necessary to provide students the privacy they desire. Similar improvements to the bottom eight floors of Dancer Hall were finished in time for Fall 2020 occupancy with the remaining four floors expected to be complete in early 2021.
- Future improvements included in the plan include roof replacements for Hagemann Hall and Roth, updated electronic locks in Panther Village, Jennings apartment renovations, and annual furniture, carpet, lighting, and mattress replacements. Funds will be committed as revenue is earned and timing adjustments will be made as necessary.

FY 2022 Preliminary Budget – table on page 20

- Revenue estimates for FY 2021 are expected to be under budget. Due to the changes in the academic year schedule, all residents received a credit for their meal plans and spring residents will receive a housing credit due to the late start of the semester. The continuance of the pandemic also resulted in less conference, catering, and retail revenues. University Housing and Dining received an allocation of federal funds provided to the institution to offset a portion of the revenue decline. Current year expenses are also expected to be under budget due to staff attrition, scheduling changes in retail and catering operations, less food costs, and decreases in utility and other operating expenses.
- The preliminary budget projects gross revenues from operations of \$29.7 million, slightly more than current year estimates but below the FY 2021 budget. The FY2021 budget was based upon 3,080 students and FY 2022 budget includes 2,965. Other income is budgeted to remain low from continued reductions in retail, conference, and catering activity. Salary costs are less than the prior year budget from staff reductions. Food costs and utility expenses are also less than the prior year budget from the smaller occupancy.
- All proposed FY 2022 room and board rates are provided beginning on page 21. UNI is proposing to again freeze (0.0% increase for the second consecutive year) room and board rates for FY 2022 to remain competitive with the market, comparable pricing at comprehensive universities and make on-campus plans more affordable to students.
- The University introduced a new program in FY 2020 called Live 2 Succeed to encourage new students to commit to living on campus for your two years. The program emphasizes the value of living on campus for students' first two years relative to academic performance, retention, and completion. All new students who agree to live on campus for two years will receive a \$500 scholarship the following academic year.
- The current outstanding bond principal is \$48.9 million and the annual debt service payment budgeted for FY 2022 is \$5.1 million. The budgeted FY 2022 debt service coverage ratio is 135%.

**University of Northern Iowa's Five-Year Plan Summary  
Department of Residence  
(Dollars in Thousands)**

	Actual	Estimated	Proposed	Constant Dollars			
	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26
<b>1 - CAPACITY &amp; OCCUPANCY</b>							
Residence Hall Housing							
(a) Current Operating Capacity (# of beds)	3,062	2,983	2,695	2,695	2,914	2,914	2,914
(b) Occupancy	2,504	2,269	2,275	2,275	2,275	2,275	2,275
(c) Occupancy Ratio	81.8%	76.1%	84.4%	84.4%	78.1%	78.1%	78.1%
Apartment Housing							
(d) Current Operating Capacity (Units)	708	717	717	719	721	723	724
(e) Units Occupied	693	684	690	690	690	690	690
(f) Occupancy Ratio	97.9%	95.4%	96.2%	96.0%	95.7%	95.4%	95.3%
<b>2 - CAPITAL IMPROVEMENTS &amp; REPAIRS</b>							
(a) Improvements from Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(b) Improvements from Voluntary Reserves	\$ 9,953	\$ 3,698	\$ 415	\$ 415	\$ 415	\$ 415	\$ 415
(c) Repairs from Current Revenues	\$ 1,002	\$ 1,252	\$ 1,213	\$ 1,213	\$ 1,213	\$ 1,213	\$ 1,213
(d) Gross Square Feet Maintained (000's)	1,370	1,370	1,370	1,370	1,370	1,370	1,370
<b>3 - OPERATING REVENUES &amp; EXPENDITURES</b>							
(a) Total Revenues	\$ 32,414	\$ 28,837	\$ 29,735	\$ 29,022	\$ 29,022	\$ 29,022	\$ 29,022
(b) Less Expenditures (Excluding Univ O.H.)	21,392	21,948	22,876	22,875	22,875	22,875	22,875
(c) Net Operating Revenues	11,022	6,889	6,859	6,147	6,147	6,147	6,147
(d) Less Mandatory Transfers	330	300	300	300	300	300	300
(e) Less Debt Service	6,347	5,102	5,081	5,019	4,112	4,081	4,054
(f) Less Voluntary Transfers	1,471	166	-	-	-	-	-
(g) Net to Voluntary Reserves	\$ 2,874	\$ 1,321	\$ 1,478	\$ 828	\$ 1,735	\$ 1,766	\$ 1,793
<b>4 - VOLUNTARY (UNRESTRICTED) RESERVES</b>							
(a) Beginning Balance	\$ 23,913	\$ 16,071	\$ 14,140	\$ 14,914	\$ 15,038	\$ 16,069	\$ 17,131
(b) Add Mandatory Transfers from (3d)	290	300	300	300	300	300	300
(c) Add Net to Voluntary Reserves from (3f)	2,873	1,321	1,478	828	1,735	1,766	1,793
(d) Add Transfer from Plant & Other Revenues	6	730	-	-	-	-	-
(e) Less Improvements (2b) & Other Costs	11,011	4,282	1,004	1,004	1,004	1,004	1,004
(f) Year-End Balance	\$ 16,071	\$ 14,140	\$ 14,914	\$ 15,038	\$ 16,069	\$ 17,131	\$ 18,220

**University of Northern Iowa  
Residence System Preliminary Budget 2021-22**

	Actual 2019-20	Approved Budget 2020-21	Estimates 2020-21	Proposed Budget 2021-22
<b>OPERATIONS</b>				
Revenues	\$ 32,414,338	\$ 33,015,195	\$ 28,836,553	\$ 29,735,060
Expenditures for Operations	21,392,400	24,566,058	21,948,735	22,875,610
Net Revenues	11,021,938	8,449,137	6,887,818	6,859,450
% of Revenues	34.0%	25.6%	23.9%	23.1%
Debt Service (due July 1)	6,347,356	6,258,619	5,102,088	5,081,075
Mandatory Transfers	330,000	330,000	300,000	300,000
Net After Debt Service & Mandatory Transfers	\$ 4,344,582	\$ 1,860,518	\$ 1,485,730	\$ 1,478,375
% of Revenues	13.4%	5.6%	5.2%	5.0%
Debt Service Coverage Ratio	174%	135%	135%	135%
University Overhead Payment	\$ 556,316	\$ 603,512	\$ 540,803	\$ 588,984
<b>FUND BALANCES (June 30)</b>				
Revenue Fund				
Operation & Maintenance Fund				
Improvement Fund	7,680,178	2,418,343	4,496,153	4,381,153
System Fund	8,390,939	6,726,340	9,643,732	10,533,123
Subtotal--Voluntary Reserves	16,071,117	9,144,683	14,139,885	14,914,276
Bond Reserve Fund	6,487,482	6,003,459	5,943,801	5,943,801
Bond Construction Fund				
Subtotal--Mandatory Reserves	6,487,482	6,003,459	5,943,801	5,943,801
<b>Total Fund Balances (June 30)</b>	<b>\$ 22,558,599</b>	<b>\$ 15,148,142</b>	<b>\$ 20,083,686</b>	<b>\$ 20,858,077</b>
<b>REVENUES AND EXPENDITURES DETAIL</b>				
<b>Revenues</b>				
Contracts	\$ 22,701,190	\$ 26,924,428	\$ 25,089,335	\$ 25,694,163
Interest	1,192,116	200,000	430,000	380,000
Other Income	8,521,032	5,890,767	3,317,218	3,660,897
Total Revenues	\$ 32,414,338	\$ 33,015,195	\$ 28,836,553	\$ 29,735,060
<b>Expenditures for Operations</b>				
Salaries, Wages & Benefits	\$ 13,051,549	\$ 13,588,499	\$ 12,079,725	\$ 13,135,734
Cost of Food or Goods Sold	2,654,256	3,080,133	2,421,136	2,675,099
Other Operating Expense	1,874,628	3,357,015	3,053,028	2,556,788
Utilities	2,810,288	3,347,610	3,143,245	3,294,920
Repairs & Maintenance	1,001,679	1,192,801	1,251,601	1,213,069
Total Expenditures	\$ 21,392,400	\$ 24,566,058	\$ 21,948,735	\$ 22,875,610

**UNIVERSITY OF NORTHERN IOWA  
PROPOSED HOUSING AND DINING RATES  
ACADEMIC YEAR 2021-22**

<b>Residence Halls - Academic Year</b>	<b>2020-21 Rate</b>	<b>2021-22 Proposed</b>	<b>\$ Increase</b>	<b>% Increase</b>
<b>Traditional Halls (Bender, Campbell, Dancer, Hagemann, Noehren, Rider, Shull)-All-Access Meal Plan required</b>				
Double	4,699	4,699	-	0.0%
Single	5,639	5,639	-	0.0%
Super Single	5,874	5,874	-	0.0%
Dancer & Shull Hall Super Single	5,874	5,874	-	0.0%
Lawther Double	4,949	4,949	-	0.0%
Lawther Double Suite with private/semi-private bath	5,402	5,402	-	0.0%
Lawther Single	5,939	5,939	-	0.0%
Lawther Single Suite with private/semi-private bath	6,482	6,482	-	0.0%
Lawther Double-as-Single w/community bath - aka Lawther Super Single	6,186	6,186	-	0.0%
Lawther Double-as-Single Suite w/ private/semi-private bath - aka Lawther Super Single Suite	6,753	6,753	-	0.0%
<b>Roth - Meal plans are encouraged</b>				
8 Bedroom Apt. Single	5,443	5,443	-	0.0%
2 or 3 Bedroom Apt Single	6,379	6,379	-	0.0%
1 Bedroom Apt Single	7,495	7,495	-	0.0%
<b>Panther Village - Meal plans are encouraged</b>				
4 Bedroom Single	6,593	6,593	-	0.0%
2 Bedroom Single	7,251	7,251	-	0.0%
Studio	7,909	7,909	-	0.0%
<b>Jennings Apartments - Meal plans are encouraged</b>				
Jennings - Two Bedroom Furnished - Double	6,379	6,379	-	0.0%
Jennings - Two Bedroom Unfurnished - Single	7,974	7,974	-	0.0%
	<b>Monthly</b>	<b>Monthly</b>		
<b>Guest Room</b> (furnished Super Single with community bath)	663	663	-	0.0%
<b>Guest Suite</b> (furnished Super Single with private bath)	730	730	-	0.0%
<b>Graduate Apartment</b> (furnished 1 bedroom, living area, kitchen, bath)	773	773	-	0.0%
<b>Graduate Apartment</b> (furnished 2 bedroom, living area, kitchen, bath)	858	858	-	0.0%
<b>Meal Plans</b>				
<u>Traditional Residence Halls</u>				
<b>** All-Access (\$100 Dining Dollars, 5 Flex+ per semester)</b>	<b>4,461</b>	<b>4,461</b>	<b>-</b>	<b>0.0%</b>
<u>Apartment &amp; Off Campus</u>				
All-Access (\$100 Dining Dollars, 5 Flex+ per semester)	4,461	4,461	-	0.0%
All-Access Weekday (\$75 Dining Dollars, 4 Flex+ per semester)	4,101	4,101	-	0.0%
Block 120 (120 meals, \$175 Dining Dollars per semester)	2,745	2,745	-	0.0%
Weekly 5 (5 meals/week, \$250 Dining Dollars per semester)	2,165	2,165	-	0.0%
Block 15 (15 meals, \$400 Dining Dollars per semester)	1,102	1,102	-	0.0%
<u>Optional Booster Packs (requires purchase of meal plan)-Pricing is per pack - per semester</u>				
Purple (\$75 Dining Dollars, 3 Flex+)	95	95	-	0.0%
Gold (\$150 Dining Dollars, 7 Flex+)	195	195	-	0.0%
Panther (10 Dining Center Meals)	106	106	-	0.0%
Flex+ (8 Flex+)	54	54	-	0.0%
Housing Application Fee	25	25	-	0.0%
Overflow housing credit	\$50 plus \$25 for each week beginning the third			
Early arrival (daily rate) - Traditional Residence Halls	40	40	-	0.0%
Early arrival (daily rate) - Panther Village/ROTH/Jennings - includes dining in Fall 2020	40	40	-	0.0%
Faculty/Staff - additional per month	10%	10%	-	0.0%

Note: The Double Room rate and All-Access Dining Plan were used for the rate comparison on page 2.

**UNIVERSITY OF NORTHERN IOWA  
PROPOSED SUMMER RATES**

<b>Summer *Weekly* Rates - Students Only - 20% off AY Rate</b>	<b>Summer 2021 Summer 2022</b>			
<b>Roth (1/37 of academic year)</b>				
8 Bedroom Apt. Single	118	118	-	0.0%
2 or 3 Bedroom Apt Single	138	138	-	0.0%
1 Bedroom Apt Single	162	162	-	0.0%
<b>Jennings (1/37 of academic year)</b>				
Jennings - Two Bedroom Furnished	138	138	-	0.0%
Jennings - Two Bedroom Unfurnished	172	172	-	0.0%
<b>Panther Village (1/37 of academic year)</b>				
4 Person Bedroom	143	143	-	0.0%
2 Person Bedroom	157	157	-	0.0%
Studio	171	171	-	0.0%
<b>Traditional Halls - community bath</b>				
Double, No AC	102	102	-	0.0%
Single, No AC	122	122	-	0.0%
Double, AC-Lawther	107	107	-	0.0%
Single, AC-Lawther	128	128	-	0.0%