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PREFACE

In October 2016, the University of Maryland (“UMD” or the “University”) engaged Brailsford & Dunlavey (“B&D” or the “Project Team”) to complete a student housing market analysis to supplement the University’s 2014 On-Campus Student Housing Strategic Plan. The goals of the market analysis were to understand how the changes in the off-campus market impact UMD’s housing, quantify unmet demand for on-campus housing, and recommend housing concepts that help advance the University’s mission. Key to this assessment, B&D sought to provide a values-based, data-driven analysis that guides UMD in identifying opportunities to enhance the residential student experience through strategic facility projects while enhancing Living-Learning Program (“LLP”) opportunities.

B&D conducted the following analyses as part of its plan:

- **Visioning Session:** On October 31, 2016, B&D moderated a visioning session with UMD’s Division of Student Affairs leadership. This session resulted in the establishment of criteria by which to judge the plan’s alignment with the University’s overall strategic vision. Criteria included the importance of serving particular populations, a targeted relationship with the off-campus market, the academic function of housing, and tolerance for financial risk.

- **Demographic Analysis:** The Project Team analyzed various demographic trends with respect to UMD’s undergraduate enrollment. Data points such as historical enrollment, student academic profile, and historical retention and graduation rates provided a foundation for the campus
context in which housing operates. An understanding of this context allowed B&D to recommend a housing portfolio that both responds to existing trends and aligns UMD toward achieving its strategic vision.

- **Existing Conditions Analysis:** This analysis allowed B&D to understand the scope and scale of the University’s housing portfolio and determine how it functions within the context of the overall market and UMD’s strategic objectives. Focal points included the quantity and type of housing, location of residential communities, prices, amenities, and historical occupancy.

- **Off-Campus Market Analysis:** An examination of off-campus properties surrounding UMD’s campus allowed the Project Team to understand the competitive nature of the off-campus market. Analysis of factors including location, price point, amenities, lease structure, and fees allowed B&D to compare the market to UMD’s housing to further assess UMD’s position in the student housing marketplace.

- **Focus Groups:** Four focus groups of various student populations were held on November 14-15 and December 6. These included on-campus residents, commuter students, Honors College students, and fraternity and sorority members. These sessions allowed B&D to conduct a mixed qualitative and quantitative assessment. Using feedback from students on their experiences with the housing system, the Project Team evaluated quantitative indicators of demand considering students’ experiences. Use of qualitative and quantitative methodologies strengthened the reliability of recommendations, as it allowed for the understanding of the full context of factors driving student decision making.

- **Student Survey:** B&D surveyed a representative sample of 11,922 UMD undergraduate students to understand existing demand for campus housing, the impact of student housing on students’ experience at the University, desired features of new or renovated housing, and their experiences with the off-campus market. The Project Team received over 3,115 responses, equating to a 26% response rate with a 1.5% margin of error. This data, in conjunction with other indicators of demand (such as enrollment trends, housing occupancy, quality of the off-campus market, and the like), allowed B&D to provide recommended projects to align with the criteria generated during the visioning session.

- **Parent Survey:** A survey was sent to parents of UMD students to ascertain their views on student housing and the residential experience. A total of 877 parents responded providing valuable insight for the market analysis.

- **Fraternity and Sorority House Corporations Survey:** A survey was distributed to the leadership of Fraternity and Sorority house corporations to understand how the Department of Fraternity and Sorority Life can improve housing and provide greater assistance to chapters at UMD. Approximately 33 of the 58 chapters responded to the survey.
Financial Analysis and Phasing Plan: To help guide future construction and renovation, B&D created capital project budgets and a phasing plan. This plan ensured that construction projects keep pace with—but do not outpace—the University’s enrollment growth. It also accounts for strategic renovations of existing halls as outlined in the 2014 On-Campus Student Housing Strategic Plan.

ACKNOWLEDGEMENTS

The Project Team would like to thank the following individuals who provided support and cooperation throughout the planning effort. The project would not have been possible without their insight and input.

- Linda Clement, Vice President for Student Affairs
- Mary Hummel, Assistant Vice President for Student Affairs
- John Zacker, Assistant Vice President for Student Affairs
- Deb Grandner, Director, Department of Resident Life
- Jon Dooley, Director, Department of Residential Facilities
- Matt Supple, Director, Department of Fraternity & Sorority Life
- Maria Lonsbury, Project Specialist, Office of the Vice President for Student Affairs

The following Brailsford and Dunlavey employees produced the analysis contained herein:

- Paul Brailsford, Founder and Chief Executive Officer
- Kathleen Karp, Regional Vice President
- Nicholas Gabel, Project Manager
- Cassia Sookhoo, Project Manager

Finally, the intent of this document is to provide the University with the information necessary to guide its student housing efforts. The findings contained herein represent B&D’s professional opinions based on the assumptions and conditions detailed in this report. The Project Team conducted research using both primary and secondary information sources that are deemed to be reliable.
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MARKET ANALYSIS

Founded in 1856, the University of Maryland is one of the top public universities in the United States. As the flagship institution in the State of Maryland, it is highly selective and attracts the brightest students from around the world. Located in College Park, the 1,250-acre campus features red-brick Georgian buildings in a stately setting. The campus developed around McKeldin Mall and has gradually expanded beyond Route 193 and Baltimore Avenue. The University and the City of College Park have embarked on a significant effort to establish College Park as one of the most desirable college towns in the country. The focus is on leveraging the University’s research and education mission with College Park’s strategic location within the Capital Beltway to strengthen and transform the community.

The student residential experience is key to the University of Maryland’s mission. In the last decade, the University has made significant investments to capitalize on the integration of academics and on-campus housing given data supporting the strong positive connection. These investments have resulted in an increased academic profile of incoming students. This has transformed the University into one of the premier public institutions in the country. The development of meaningful student communities is the central focus of UMD’s Department of Resident Life. As the University strives to improve its residence life program, it is assessing ways to enhance its facilities and program delivery through a continuously active housing strategic plan.

Brailsford & Dunlavey was engaged by the University of Maryland in October 2016 to develop a student housing market study that
quantified unmet undergraduate demand for on-campus housing, assessed how changes in the off-campus market would impact housing demand, and provide recommendations for improvements to the overall housing program.

**KEY QUESTIONS**

B&D’s approach to student housing planning integrates the project vision, market analyses, end-user input, and predictive analytics into a process in which users and client decision-makers are involved at every step. Conversations with University of Maryland’s Student Affairs leadership outlined key questions that the market analysis should address to be successful. The key questions to be addressed included the following:

- What is the unmet demand for undergraduate on-campus housing?
- How do changing off-campus market dynamics impact demand for on-campus housing and impact the existing housing system?
- What is the demand for fraternity and sorority housing and how can the University satisfy that need?
- How can the University position its housing assets to have the greatest impact on the advancement of the University?

**PROJECT VISION**

B&D began its work efforts with a visioning session with University of Maryland’s Student Affairs leadership to discuss the role of campus housing and residential programming and how it can further support the Institution’s educational mission and strategic objectives. The Project Team used a gap analysis approach to measure the University’s existing conditions compared to the desired outcomes. Those conversations allowed the Project Team to develop an understanding of the University’s mission and strategic project objectives with respect to dedicated on-campus housing. The outcome of the visioning session was the development of four key criteria that additional development projects must meet to further the University’s efforts in achieving its strategic mission. The criteria include:

- **Inclusivity:** Housing should be made primarily available for all freshmen, sophomores, and transfer students so they can take part in the UMD residential experience. Housing should be available to any fraternity or sorority chapter if they desire a residential experience.
- **Curriculum Enhancement:** Housing should reinforce UMD’s position as an academically rigorous institution of choice. This can be accomplished through direct integration and expansion of living-learning programs in current and future housing inventory. In addition, students must be housed in unit types appropriate for their age to align with the student housing continuum. Unit types will provide increased independence as students age, progressively preparing them for life after graduation.

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¹ The student housing continuum is a concept where students gain more privacy and independence in their living options as they matriculate through the housing system.
- **Market Responsive**: Any new projects must provide a location, unit mix, bedroom occupancy, amenities, and pricing to be responsive to student demand.

- **Financially Prudent**: The University prioritizes the housing of first- and second-year students. Therefore, it is willing to accept the greatest degree of financial risk in their accommodation, resulting in a demand occupancy coverage ratio\(^2\) that increases with age. Furthermore, all proposed development projects should meet a debt coverage ratio of 1.0:1 to 1.2:1. Public-private partnerships should be considered where appropriate.

### FIGURE 1: Student Housing Continuum Example

<table>
<thead>
<tr>
<th>Community Oriented</th>
<th>Freshmen</th>
<th>Sophomores</th>
<th>Juniors</th>
<th>Seniors</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Suite</td>
<td>Studio, 1-, 2- Bedroom Apartment</td>
<td>4-Bedroom Apartment</td>
<td>Traditional (Floor Bathroom)</td>
<td>Semi-Suite (Shared Bathroom)</td>
<td></td>
</tr>
</tbody>
</table>

2 Occupancy Coverage Ratio is a measure of the institution’s risk tolerance to achieve the desired residential objectives. Given the University’s focus on first and second year students, the ratio increases with age.

### KEY FINDINGS AND CONCLUSIONS

Using the key questions and project vision as a framework, B&D conducted a comprehensive market analysis to quantify demand to better understand how the market has changed since the 2014 On-Campus Student Housing Strategic Plan. This further informed the University’s planning efforts with respect to future housing. B&D’s analyses determined that several factors have created an environment conducive to driving demand for on-campus housing. Since the 1990’s, the University has made significant investments in integrating academic programs into the residential experience through the expansion of College Park Scholars and the Honors College, among other living-learning programs. The integration of these living-learning programs into residence life has transformed the University students’ experience. These investments have resulted in an increased academic profile of incoming students and has created an expectation that students live on campus in their first two years.

The University currently has the capacity to house approximately 46% of undergraduate students in its 9,475 on-campus beds, 2,899 Public-Private Partnership (“P3”) beds, and 743 University-owned fraternity and sorority beds. Excluding the fraternity and sorority population, nearly 93% of first-time full-time freshmen and 54% of second-year students live on campus—a significant capture rate considering that the University does not require students to live on campus. Overall, occupancy rates have averaged 101% in the past five years and the University has had an average waitlist of 728
students since 2014. These capture rates, historical occupancy, and wait list illustrate how important the residential experience is to students, driving demand for on-campus housing.

The shifting demographic profile of the UMD student and growing enrollment have garnered the attention of the student housing development community. In the last decade, the off-campus market in College Park has seen the delivery of 7,782 beds of purpose-built student housing. This new housing supply has changed the dynamic of the off-campus experience from students renting single family homes and multifamily apartments in surrounding communities to living in purpose-built student housing along Baltimore Avenue in College Park. The new purpose-built student housing units have had a significant impact on the market as it has placed upward pressure on rental rates and shifted where students are living.

The City of College Park and surrounding communities have also experienced significant growth in the last decade. College Park’s location within the Washington, D.C. metro area and its excellent access to key transportation corridors and public transportation have driven significant private market investment in the area. The community has seen more than $2 billion worth of private investment and there is currently more than 1.5 million square feet of commercial and residential space in the development pipeline. Nearly 2,500 multifamily units are expected to be delivered in the next few years. While not targeted exclusively to students, their delivery will further impact the overall market.

With the growth of the off-campus housing market, students have come to recognize the importance of the on-campus residential experience. Survey analysis revealed that students who live in a living-learning program or in a fraternity or sorority house are the most engaged with the University and have the highest levels of satisfaction. The survey data indicated that living on campus provided students with a sense of community, helped introduce students to new friends, and had an overall positive impact on their University of Maryland experience.

Analysis further revealed that the decision of where to live is driven by cost, proximity to campus, and a quiet environment conducive to sleep and study. Survey data and focus group conversations with off-campus students revealed that many do not believe the off-campus market meets their needs. Many stated that while they appreciate the additional space, privacy, and convenience in the off-campus market, it does not foster a strong sense of community or engagement with the University. Several non-freshman students stated they would move back on campus if the University provided housing that met their needs.

Changes in the on- and off-campus markets have had a varied impact on the demand for on-campus housing. B&D’s demand model projected a total unmet demand for 1,648 undergraduate beds, including fraternity and sorority housing. When accounting for planned bed loss from systematic renovations and demolition of existing residence halls, the University has a total need for 3,542 beds.

The following outlines the Project Team’s detailed findings.
DETAILED FINDINGS

Following are the key findings with respect to the market and demand analyses. Additional and supplemental information can be found in the Exhibit of this report.

DEMOGRAPHIC ANALYSIS

Over a 10-year span, the University of Maryland has grown its student population while also attracting highly prepared high school graduates. The average GPA and SAT / ACT scores of incoming students continues to increase, while retention and six-year graduation rates remain high. These factors support the realized and future demand for on-campus housing.

The University’s undergraduate student population increased by 13% between 2007 and 2016 to a total enrollment of 28,462. Transfer student enrollment increased by 12% during the same 10-year period as shown in Figure 2.

Students who enroll as undergraduates are increasingly more academically prepared. The average grade point of enrolled high school graduates and transfer students also increased in fall 2016 to 4.20 and 3.36, respectively. Seventy-six percent (76%) of new first year students entered with college credit. The increased academic profile of incoming first-time students is evident in the 94% average first- to second-year average retention rate—an increase of 3%. Furthermore, the six-year graduation rate is up to 85%—an increase of 5%, as illustrated in Figure 3.

FIGURE 2: Enrollment by class level 2007-2016

FIGURE 3: Four and six-year graduation rates for 2007-2012 cohorts

ON-CAMPUS HOUSING SUPPLY ANALYSIS

UMD’s housing portfolio consists of 9,475 University-owned beds in seven residential communities, 2,899 P3 beds in South Campus Commons and University Courtyards, and 743 fraternity and sorority life beds in 21 chapter houses. The portfolio has the capacity to
house approximately 46% of the undergraduate population. UMD currently houses 93% of new first-year students without a live-on requirement. Student participation in the housing system among second-, third-, and fourth-year students is largely driven by availability, with capture rates of 54%, 29%, and 22%, respectively. System-wide occupancy for University-owned and P3 housing has averaged 101% in the past five years, with an average waiting list of 728 students since 2014.

Half of UMD’s housing inventory is comprised of traditional-style units, while 33% percent are apartments, 9% are semi-suites, and 8% are full-suite. Approximately 57% of the units are in a double-occupancy configuration while 31% are singles and 12% are triples. Overall, the portfolio provides appropriate housing types and occupancy options for students of all classifications. While traditional units are appropriate for first-year students, today’s students prefer suite- and pod-style\(^3\) unit types, indicating the portfolio is oversubscribed with traditional units.

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\(^3\) Pod-style housing units are five to six double occupancy bedrooms organized around a small common space and shared compartmentalized bathrooms.
FIGURE 7: Prince Frederick Hall, North Hill Community

FIGURE 8: Cambridge Hall, Cambridge Community

FIGURE 9: Charles Hall, South Hill Community

FIGURE 10: Alpha Delta Pi Chapter House
OFF-CAMPUS MARKET ANALYSIS

The City of College Park is experiencing dynamic growth and development. UMD’s locational relationship to Baltimore Avenue has made student housing development just along the campus edge very desirable because of the burgeoning campus town atmosphere. B&D analyzed nine student-focused privatized housing complexes within a mile of campus consisting of just over 7,000 beds. Rental premiums were generally realized by proximity to campus and Baltimore Avenue as a main thoroughfare. Average monthly rent for apartments off campus within a half mile of campus was $908 as of January 2017.

Several newly-built student housing developments provide students an easy commute to the campus core and off-campus amenities are located just along the campus edge. The student-focused housing developments analyzed were highly amenitized and included private bedrooms, full kitchens, and fitness centers. In addition, the three newest developments—Landmark, Terrapin Row, and The Varsity, are mixed-use with retail options on the ground floor.

The competing off-campus market influences student preferences and expectations for on-campus housing. Students recognize the ability to fulfill many of their living preferences in the off-campus market; however, that market limits flexibility in terms of 12-month leases and additional costs such as utilities. Demand for UMD housing generally reflects students seeking more cost-effective rents and semester leases to accommodate internships and studying abroad.

FIGURE 11: Purpose-built student housing

FIGURE 12: Landmark apartments
In addition to the burgeoning student housing market, the City of College Park has begun to take calculated steps to partner with UMD in attracting economic development and business growth. To date, $2 billion dollars of public and private investment for the construction of catalytic economic development spaces has resulted in the attraction of market-rate developers. The partnership between College Park and University includes the Discovery District and the RISE Zone. These planning and land use zoning distinctions allow for small business incubators and encourage makerspaces⁴ along Baltimore Avenue. Such developments encourage market rate unit development for young professionals interested in living in commutable proximity to Washington, D.C.

**STUDENT FOCUS GROUP FINDINGS**

The importance of the availability of on-campus housing resonated in student focus groups. Approximately 63 students participated in four focus groups held on November 15-16 and December 6, 2016. To provide a broad sample of input, the participants included both on-campus, off-campus, fraternity and sorority life, and residence hall association residents of varying age, gender, and classification.

Students identified UMD’s residential campus community as an integral component of their student experience as well as their decision to enroll at the University. Many felt UMD’s commitment to diversity and inclusion played a role in their decision to join living-learning programs and organizations on campus. Focus group participants often referred to the beautiful campus and how much they enjoyed walking to and from class. Overall, students echoed

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⁴ A makerspace is a collaborative work space inside a school, library, or separate public/private facility for making, learning, exploring and sharing that uses high tech and no tech tools. The spaces can have a variety of maker equipment including 3D printers, laser cutters, cnc machines, soldering irons, sewing machines, etc.
similar sentiments of positive experiences living in the UMD-owned residence halls; however, many students indicated that some of the housing inventory is aging and in need of renovation. Juniors and seniors overwhelmingly felt that the lack of available housing required them to move off campus to more expensive and less feasible options. Many students shared that had on-campus housing been available for them, they would have chosen to continue their stay in residence halls.

STUDENT SURVEY FINDINGS

In December 2016, B&D conducted a student survey to quantify students’ current housing satisfaction, understand their current living situation, and test current and future housing preferences. The survey was sent to a representative sample of 11,922 students and garnered 3,115 responses, providing a 1.5% margin of error.

Survey analysis revealed that the availability of housing was an important factor in students’ decision to attend the University, and approximately 67% of survey respondents stated that it was very important or important.

Survey data indicated that students are generally satisfied with their current living conditions. Approximately 74% of all respondents stated they were very satisfied or satisfied with their living conditions. Further analysis revealed that satisfaction levels were highest among students who live on campus, are part of a living-learning program, live in a P3 property, or live in a recognized fraternity or sorority house.

FIGURE 15: Importance of housing in decision to attend UMD

FIGURE 16: Housing satisfaction by living situation

Analysis of satisfaction by on-campus residential community revealed that the Cambridge, Leonardtown, and South Hill Communities garnered the highest levels of satisfaction. This finding and sentiments expressed in the student focus groups illustrate that students in an LLP or in apartment-style units value their residential experience, as shown in Figure 17.
Students’ off-campus housing situation was critical to understanding their housing preferences. Approximately 74% of students who live off campus are living with other students. Of those, 64% are renting, the majority with other UMD students in an apartment with an average of 3.6 bedrooms. This indicates that most students are living in four-bedroom apartments—typical of purpose-built student housing. On average, they are paying $854 per month in rent and utilities.

According to survey data, common reasons for students to move off campus include: more privacy, more living space, ability to live with or near friends, more cost effective, and access to their own kitchen. These reasons align with off-campus living options for students; however, the student purpose-built spaces off campus are highly amenitized and are thus costly choices compared to on-campus options.

Living-learning programs play an integral role in the UMD housing experience and 78% of LLP members indicated that these programs were critical in their decision to attend UMD. Respondents who live in an LLP facility indicated that the program helped them adjust to University life, introduced them to new friends, and provided them with a sense of community.

<table>
<thead>
<tr>
<th>Living On-Campus</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Helped me adjust to live at UMD</td>
<td>91%</td>
</tr>
<tr>
<td>2 Introduced me to new friends</td>
<td>86%</td>
</tr>
<tr>
<td>3 Provided me with a sense of community</td>
<td>82%</td>
</tr>
<tr>
<td>4 Made it easier to be involved in campus life</td>
<td>81%</td>
</tr>
<tr>
<td>5 Provided me with a safe and secure environment</td>
<td>80%</td>
</tr>
</tbody>
</table>

In January 2017, B&D surveyed the parents of UMD students to understand how parents view on-campus housing and their students’ residential experience at UMD. Overall, parents believe that living on campus is an important part of the UMD experience. Approximately 82% stated that the availability of housing was an important factor in their decision to attend the University and 73% felt that it was important to live on campus. Survey data revealed...
that parents believe that on-campus housing helps students integrate into university life as it allows them to meet new friends in a convenient and safe environment. Parents are generally satisfied (71%) with their students’ living situation while only 59% are satisfied with the value their students are receiving in housing. This finding is consistent with students’ overall price sensitivity. In terms of future housing, 67% of parents felt that it is important to have the opportunity to live on campus every year at UMD. Survey data shows that if all housing preferences were met, they would prefer that their students live on campus into their junior and senior years.

HOUSE CORPORATIONS SURVEY FINDINGS

To understand the housing challenges faced by Fraternity and Sorority chapters, B&D distributed a survey to all house corporations’ leadership. Approximately 47 individuals from 33 chapters responded. The respondents were primarily from National Panhellenic Conference and Interfraternity Conference members. Approximately 76% of responding chapters have a chapter house with an average of 36 beds. Among the responding chapters, 67% require their members to live in the chapter house for an average of two semesters. Typically, sophomores and new members are required to live in the house. Chapters reported that it is difficult to fill beds in the houses because of study abroad programs, competition from the off-campus market, and their inability to provide housing that meets students’ needs.

Despite chapters’ difficulty in filling beds, they are generally satisfied with their housing options due to their location, the physical condition of the house, and the value of the residential experience provided to their members. Of the responding chapters that do not currently have a house, 67% are interested in providing housing to their members in a detached house with pod-style unit types. Respondents believe that the Department of Fraternity and Sorority Life can help chapters by improving communication about policies and providing funds for renovation so that the burden is not solely on the members.

FRATERNITY AND SORORITY LIFE

The University recognizes 58 fraternity and sorority chapters. Membership in these chapters has increased by 60% from 2007 to 2016 and over 16% of undergraduates are active members in these recognized chapters. With 21 University-owned chapter houses, UMD accommodates 36% of its recognized chapters with houses. All University-owned chapter houses belong to either Interfraternity Council fraternities or Panhellenic Association sororities; therefore, the National Pan-Hellenic Council and Multicultural Greek Council do not participate in UMD-owned houses on campus.

B&D moderated a fraternity and sorority focus group to better understand programming needs and sample preferences of individual chapters. With 15 chapter members participating, all four councils were represented. Students who live in chapter houses preferred living in the house for their sophomore year but then chose to live off campus. Many of the students enjoyed their privacy and freedom living off campus and felt they could host

FIGURE 20: Where fraternity and sorority members live
socials and gatherings without University supervision. Some members with chapter houses also expressed difficulty in filling beds because of the spring internships and study abroad programs that are popular among juniors and seniors.

Survey analysis revealed that 81% of students surveyed living in chapter houses were satisfied with their living conditions. This sample of students also expressed that housing affordability should be the most important consideration for the University in building new chapter houses. Approximately 46% of fraternity and sorority members surveyed and identified as not having a recognized chapter house lived in an off-campus apartment or house, while 29% of students lived in an on-campus residence hall.

**DEMAND ANALYSIS**

The Project Team’s analyses revealed that the off-campus market, while focused on students, is not fully meeting the needs of University of Maryland students. Survey response data indicates that the residential experience is core to the University, since living on campus helps students adjust to life at the institution and provides a sense of community. Furthermore, students who are involved with a living-learning program are more satisfied with their residential experience than students who are not in such programs or are living off-campus. These factors are key demand drivers for on-campus housing.

To quantify demand for housing, the Project Team utilized data from the demographic, on-campus supply, and off-campus market analyses combined with student survey data. These analyses informed B&D’s housing demand model which projected specific demand quantity for the unit types tested in the student survey. B&D’s Demand Based Programing model projects demand under the assumption that housing offerings match the characteristics of the units presented to respondents in the survey. The model derives the demand figures based on the survey responses and the enrollment numbers provided by the University. Brief descriptions of the proposed unit types and rental rates were provided to ensure that students were aware of the project’s value proposition.

**Target Market Demand Filters**

B&D assessed students’ housing preferences by dividing the survey population into two distinct submarkets: Those with a high propensity to live on campus, and those with a low propensity to reside on campus. Demand for on-campus housing was derived from the high propensity subgroup. To ensure accuracy in demand projections, B&D filtered the demand to include only students who would be likely residents in any new or renovated University-built student housing project. To be considered for the high propensity subgroup, students had to meet all the following conditions:

- Undergraduate student
- Enrolled full-time
- Age 18-24
- Single without children
- Currently living on campus, or living off campus and paying more than $800 per month in rent

Students not satisfying these criteria were placed in the low propensity subgroup and excluded from the target market since they are unlikely to live in on-campus housing.
**Undergraduate Demand Projections**

Using survey data and fall 2016 enrollment figures, B&D’s demand model projected a total unmet demand for 1,648 undergraduate beds. The demand distribution by student type and class level is outlined in the section below.

The total unmet demand for undergraduate students is 1,648 beds and freshmen and sophomores account for 259 beds. With a planned/projected loss of 1,260 freshmen and sophomore beds due to planned renovations or demolition of the existing housing inventory, there is a total need for 1,519 freshmen and sophomore beds. Unmet demand exists for 1,183 junior and senior beds. Approximately 634 beds of junior and senior housing are going to be lost due to planned demolition, requiring a total need for 1,817 beds. Unmet demand for fraternity and sorority housing exists for 206 beds. In total, there is a need for 3,542 beds to satisfy unmet demand and replace the planned loss of beds within the existing supply.

<table>
<thead>
<tr>
<th>Cohort</th>
<th>Unmet Demand</th>
<th>Replacement Beds</th>
<th>Total Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshman &amp; Sophomore</td>
<td>259</td>
<td>1,260</td>
<td>1,519</td>
</tr>
<tr>
<td>Junior &amp; Senior</td>
<td>1,183</td>
<td>634</td>
<td>1,817</td>
</tr>
<tr>
<td>Fraternity &amp; Sorority Housing</td>
<td>206</td>
<td>0</td>
<td>206</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,648</strong></td>
<td><strong>1,894</strong></td>
<td><strong>3,542</strong></td>
</tr>
</tbody>
</table>

**FIGURE 21:** Demand by cohort
RECOMMENDATIONS

To accommodate the demand for on-campus housing, B&D recommends a two-phase approach. First, the University should develop new housing that aligns with market demand in a multiphase program. Second, the University should continue with its planned renovations of the existing housing stock to modernize the facilities and bring all halls up to a consistent level of quality. The following section outlines the Project Team’s detailed recommendations.

DEVELOP NEW HOUSING

B&D recommends that the University develop up to 2,600 beds of new housing to satisfy demand for on-campus housing. Development of new housing should be in three separate projects targeted toward specific populations of UMD students. Additionally, the new housing should be developed to meet market demand in multiple phases to allow for absorption and work within the financial constraints. The following outlines the recommended projects.

FRESHMAN AND SOPHOMORE HOUSING

Housing for freshman and sophomore students is a key priority of the University. To meet this need, B&D recommends the development of up to 1,350 beds of first- and second-year housing on the varsity practice field site. The project should feature a mix of single- and double-occupancy bedrooms in a pod-unit-type configuration. The pod-style units reflect market demand, align with the student housing continuum, and do not directly compete with the off-campus market. The project should include living-learning spaces such as academic classrooms, faculty offices, and a
multipurpose room. Amenities attractive to students such as lounges, laundry facilities on each floor, quiet study rooms, and a business center with printing kiosks should be included in the project. While amenities are important to students, UMD should not feel compelled to compete with the off-campus housing market. Survey data reveals that location plays a more important factor in where students decide to live than amenities. The varsity practice field site is superior to the off-campus housing options.

The development of 1,350 beds on the varsity practice field site is estimated to cost approximately $240M in 2017 dollars.

JUNIOR AND SENIOR HOUSING

Survey and demand analyses revealed that juniors and seniors value the on-campus residential experience and LLPs and would stay on campus if housing were available to them. To meet this need, the Project Team recommends the development of up to 1,050 beds in or near the Discovery District along Baltimore Avenue. The project should be mixed-use and feature both single- and double-occupancy bedrooms in full-suite or apartment-style configurations. This reflects market demand and allows for alignment with the housing continuum.

To build off the theme of the Discovery District, the project should incorporate a significant living-learning component that focuses on innovation and entrepreneurship. The LLP component should feature academic classrooms, faculty offices, and a multipurpose room. To promote innovation and entrepreneurship, additional features such as flexible collaboration spaces, makerspaces, and group project rooms should be included. Additional LLP components should be located on the residential floors which would be themed to the specific academic tie-in and feature amenities that support the mission of the program.
FRATERNITY AND SORORITY HOUSING

Fraternity and sorority life plays a significant role on the University of Maryland campus. More than 16% of undergraduate students are a member of one of the University’s 58 chapters and since 2007 membership has grown 60%. Currently there are 21 University-owned chapter houses. Survey and demand analysis reveals that there is net new demand for an additional 206 beds of fraternity and sorority housing.

B&D recommends the development of 200 beds of fraternity and sorority housing in a townhouse configuration located near Fraternity Row. The community should include several townhouses to accommodate a wide variety of chapter sizes and should feature a large shared programming space. Each townhouse should include single- and double-occupancy rooms with shared wet-core bathrooms. The ground floor should include a community / chapter room and an apartment for an resident assistant or chapter advisor.

The development of a 200-bed fraternity and sorority townhouse project is estimated to cost approximately $36M in 2017 dollars. However, before the Department of Fraternity and Sorority Life develops additional housing, it should undertake a strategic plan for fraternity and sorority housing that defines the future scale of the program and determines a sustainable funding model.
CONTINUED SYSTEMATIC RENOVATIONS OF EXISTING HALLS

As the University continues with the planned modernization of the existing housing stock outlined in the 2014 On-Campus Student Housing Strategic Plan, B&D recommends that the University convert traditional beds into unit types that reflect market demand while slightly revising the project phasing.

Demand analyses revealed that the University is oversubscribed with traditional, corridor-style housing units. To further align the existing supply of housing with market demand, B&D recommends that the University convert additional traditional beds into pod-style units. These units feature five to six double-occupancy bedrooms organized around a shared common space and shared compartmentalized bathrooms.

Recognizing the practical limitations of renovating all halls to pod-style units, the Project Team recommends the renovation of bathrooms in traditional halls to wet-core bathrooms. Wet-core bathrooms feature segmented sinks, toilets, and showers to provide maximum privacy to students while minimizing plumbing and related costs. Additional sinks are provided outside of the segmented wet-cores. The wet-core bathrooms may be able to be converted into existing community bathrooms.

FIGURE 24: Wet-core bathrooms

Furthermore, the Project Team recommends that the University revise the project phasing to prioritize renovations to halls that do not currently have air conditioning. This will bring all halls up to a minimum standard which will help improve student satisfaction. The revised phasing will also allow the University to minimize bed and revenue loss to the housing system as the renovation and development program progresses through the multi-year phases. One way this could happen is illustrated in Figure 25.
**FIGURE 25:** Phasing schedule
NEXT STEPS

The Project Team recommends UMD begin planning for the development of the Varsity Practice Field student housing project. To ensure efficiency, and limited impact to cost of development (and therefore rental rates), the Project Team recommends the University utilize market analysis data derived from the student survey to develop a detailed facility program that allows for approximately 330 gross square feet (GSF) per bed. This GSF/bed allocation aligns with best practices for pod-style housing with amenities and programming space to successfully support living-learning programs.

The Project Team further recommends that the University continue to plan the systematic renovation of existing facilities to ensure that older facilities are brought to a level of satisfaction among students.