UCLA | HOUSING & HOSPITALITY SERVICES

STUDENT HOUSING MASTER PLAN

2016-2026

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EXECUTIVE SUMMARY

The UCLA Student Housing Master Plan — consistent with predecessor UCLA Student Housing Master Plans — outlines a set of long-term strategic aspirations for the housing program at UCLA. Together with key planning principles described in the document, the updated Master Plan is intended to directly link housing program goals to institutional objectives in support of the campus academic mission.

In light of increasing demand for University-owned housing, the Master Plan acknowledges the importance of university housing to support undergraduate students during their transition to UCLA. In addition, university housing provides much needed academic, leadership, and personal growth experiences to support retention and to enrich the quality of the undergraduate experience at UCLA. The Master Plan also endorses the importance of housing as a resource to support recruitment of graduate and professional students and to provide assistance during their transition to the University.

UCLA Housing & Hospitality Services' primary mission is to continue the transformation of UCLA from a commuter to a residential campus minimizing the need for vehicle trips to and from campus and ensuring affordable housing options for Bruin generations to come.

Our secondary mission is to create environments that empower residents, guests, and team members to reach their fullest potential. We do this by investing in healthy and innovative dining concepts, and building and renovating our facilities to ensure that living in university accommodations is a pleasant, safe, and healthy experience. We also provide exceptional fitness and recreational facilities in convenient locations, and offer a wide variety of study spaces to enhance the living and learning experience at UCLA.

KEY PLANNING PRINCIPLES

There are seven key planning principles to guide the Master Plan:

1. *University housing is a vital resource to support the recruitment, transition, personal growth and development, academic achievement, retention, and graduation of undergraduate students.*
2. *Affordability and living options must be considered in developing the student housing program.*
3. *Limited land and resources require a high density living model in order to maximize the number of students housed, with a focus on a high quality living experience.*
4. *Housing is a vital resource used to support the recruitment and retention of graduate and professional students.*
5. *University housing helps create a supportive and cohesive student community by integrating the housing program with other aspects of campus life.*
6. *Allocation strategies must be refined to ensure that housing resources support both academic program objectives and student recruitment and retention goals.*
7. *Housing needs of postdoctoral scholars should be addressed after the campus has met the housing needs of graduate and professional students.*

HOUSING GOALS

The seven key planning principles led to the following four overarching goals with respect to the campus housing program:

GOAL 1: University housing will be guaranteed to all entering first-year students for a period of four years.

GOAL 2: University housing will be guaranteed to all new transfer students for a period of two years.

GOAL 3: University housing will be guaranteed to new graduate and professional students for a period of two years. University housing will be guaranteed to new graduate and professional student families with dependent children for as long as the student is making normal progress to degree conferment for up to seven years.

GOAL 4: University housing will be available to single postdoctoral scholars for a period of two years, as supply is available. University housing will be available to new postdoctoral scholars with dependent children for as long as the individual is participating in a postgraduate program for up to seven years, as supply is available.

OVERVIEW

In 1986, UCLA drafted its first comprehensive Student Housing Master Plan, designed to provide direction to the campus in addressing student housing needs in support of the institution's academic mission. Subsequent revisions of the Student Housing Master Plan were completed in 1990, 2000, 2007, 2010, and 2011.

In 2016, an updated housing supply and demand analysis was conducted to assess changes in critical assumptions concerning campus enrollment projections, available student housing inventory, and occupancy expectations. The assumptions were as follows:

- Accommodate the proposed increase of undergraduate students.
- Align triple projections to meet current trend information and assist in understanding when final guarantees can be met.
- Update take-rate percentages to match evolved trends for housing for both graduate and undergraduate students.

THE CAMPUS PLANNING ENVIRONMENT

Since the last Master Plan was approved in 2011, the campus planning environment has significantly changed. While the planning principles and goals remain consistent with institutional objectives, housing enrollment and guaranteed student housing acceptance rates for first, third-year undergraduate students, first-year transfer students, and graduate students have increased significantly. All UC campuses are increasing enrollment of California residents over the next four years. It is assumed that the current projected enrollment increases for the next four years would be 1,500 Full Time Enrolled Students (FTE) or 2,100 headcount over the 28,500 base in fall 2015, which represents a 7 percent increase. More specifically, the fall 2016 cohort would grow by 600 freshman and 150 transfer students, all of the increases coming from the California resident component of UCLA incoming students. These numbers continue to be evaluated by the Office of the President an UC campuses and could evolve in response to California resident enrollment targets.

Normally, a 7 percent increase in student enrollment would not necessarily place a significant stress on the existing campus facilities. However, when coupled with the 14 percent enrollment increase that occurred between fall 2010 and fall 2014, which the campus is still in the process of absorbing, the cumulative impact presents serious challenges.

For undergraduate students, the continued increase in housing demand highlights the success of the housing program, which has transformed UCLA from what was once predominantly a commuter campus to a residential campus. In a span of approximately 25 years, the campus has fostered the development of a unique residential environment, one in which the majority of undergraduates – and nearly all lower division students – live on or within walking distance of campus in a combination of University-owned housing and in private sector housing in Westwood.

As the residential campus has evolved, the College of Letters and Science, Residential Life, and Housing & Hospitality Services have developed a collaborative partnership focused on a wide array of academic-oriented opportunities and academic support services for on-campus housing residents and, to some extent, for undergraduate students who live off campus. These programs and support services are offered within campus residential facilities, providing a unique benefit to students living on or adjacent to campus.

UCLA has aspired to provide a four-year guarantee of housing for all first year undergraduate students and a two-year guarantee for all new transfer students, while concurrently reducing the number of triple accommodations. In pursuit of these objectives, an additional 1,500 bed spaces were constructed and added to the on-campus housing inventory, along with additional recreation and dining space. Originally, it was anticipated that the addition of these 1,500 beds would enable UCLA to increase the guarantee for transfer students to a two-year standard, while freshmen would remain at the three-year guarantee. As a result of the student enrollment increase of FY 2011 through FY 2014, however, these additional bed spaces were utilized to absorb this enrollment expansion, at the expense of increasing the housing guarantees. Concurrently, the undergraduate off-campus apartment inventory was being increased. Landfair Vista was acquired in 2014, adding 178 beds. Landfair and Glenrock Apartments were both redeveloped to add a net of 131 beds in fall 2014. Gayley Court, formerly Faculty Gayley, was converted in 2013 to undergraduate housing, netting 284 beds. The Margan Apartments will also be redeveloped starting in 2017, and return to inventory in 2019 with an additional 143 beds. Thus, the total incremental off-campus apartment inventory increase by 2019 will be 736 beds.

Housing has also concluded an aggressive systems renovation cycle for the on-campus housing inventory. Over the last decade, buildings were taken offline during the academic year in order to complete necessary systems improvements: mechanical, electrical, plumbing, and infrastructure refurbishments to existing buildings. Decreasing the inventory while enrollment has been simultaneously growing, resulted in higher than desired triple occupancy percentages. This cycle is concluding with completion of the Delta Terrace renovation this academic year. All on-campus inventory will be online for the 2016-2017 academic year. With systems renovations complete, the planned renovations over the next two decades will be light in nature, targeting: carpet, paint, wall vinyl, and when possible incorporating energy efficient elements. These light renovations will typically be initiated during the summer and will be completed prior to fall student move-in.

Dining is an essential element in providing a quality residential experience. The housing program has not only focused on adding additional seating to accommodate recent enrollment increases, but has also invested in infrastructure improvements to gain efficiencies in food production and increase quality. As part of the phased buildout in 2013, an all-you-care-to-eat dining facility, *Bruin Plate*, in Carnesale Commons was added. Bruin Plate innovated platform dining, featuring locally-sourced produce and meats from nearby farms, sustainable seafood, unprocessed and preservative-free items, organic foods, cage-free eggs, nutrient-packed ingredients, and expanded vegetarian and vegan options, in a light-filled venue with a capacity of 710 seats.

In Winter 2017, Housing introduced a new boutique, *The Study at Hedrick*. This new space innovates how students can eat and study together. The Study is an artisanal bakery with flexible study space that adds 350 seats. It will be the first 24-hour eatery and study space of its kind in higher education.

For graduate students, additional graduate housing must continue to be a campus priority. With the completion of Weyburn Terrace II in 2013 and the Hilgard Houses in 2010, which collectively provide 1,960 apartment-style beds for single graduate students, the campus is able to provide housing to approximately 24 percent of graduate and professional students. In addition, the campus is able to provide academic departments with a limited number of bed spaces to allocate to graduate students, but does not have sufficient inventory to guarantee housing to all graduate students. The University's inability to offer guaranteed housing to all newly recruited graduate students presents a serious challenge to the campus when competing against other educational institutions.

CHALLENGES FOR THE FUTURE

Despite the notable success in planning for and meeting student housing needs, several challenges face the campus housing program. Of greatest significance is that the current demand for housing significantly exceeds existing supply. While UCLA is able to guarantee university housing for three years to every new freshman student who currently requests such housing, a large portion of the guarantees are being met by housing three students in rooms originally designed for two (referred to as "triples"). Between the mid-1970s and the late 1980s, the on-campus housing program operated at 100 percent occupancy. Since the early 1990s, occupancy with triple rooms has exceeded 125 percent. Even with the additional beds from new developments, redevelopments, conversion of faculty buildings, and renovations, Housing is meeting current guarantees by maintaining higher than desired triple occupancy percentages.

Without additional beds, the projected enrollment increases for FY 2017 through FY 2020 will result in triple occupancy that will exceed 75 percent.

This result is in stark comparison to the aspiration to provide a four-year guarantee for freshmen and a two-year guarantee for transfers with triple occupancy in the range of 60-65 percent. Cuts in state funding and the resulting increases in tuition have put a strain on financial resources for students and families. To lessen the impact, UCLA Housing continues to contain costs to keep university housing affordable and accessible.

Finally, meeting the demands for graduate student housing remains a priority for the housing program. The Weyburn Terrace Phase II Graduate Student Housing Project added 500 apartment-style beds and reduced the current shortfall of beds for single graduate students. It is clear that to resolve the graduate housing shortfall, the campus will need to continue to supplement existing inventory with the purchase and development of additional apartment buildings.

KEY PLANNING PRINCIPLES

A fundamental tenet underlying the Master Plan is the aspiration to continue the significant progress made to date in transforming UCLA to a residential campus. Eight key planning principles dealing with the philosophy and intent of the UCLA housing program support the continuing transformation process as well as other institutional goals for student recruitment, retention, and academic progress. These principles are summarized below.

1

On-campus housing is a vital resource to support the recruitment, transition, personal growth and development, academic achievement, retention, and graduation of undergraduate students.

UCLA's excellent academic reputation continues to attract undergraduate students to the campus — in fact, the number of undergraduate applications far exceeds available admissions space each year. As competition has increased for students of the very highest caliber, the campus has begun to use more sophisticated recruitment strategies to help attract the most sought-after students. Top high school graduates, especially students from under-represented minority backgrounds and non-residents, typically receive offers of admission from multiple highly-selective institutions. To be competitive, UCLA must be able to offer these students an array of campus services, support, and resources designed to enhance the attractiveness of campus life at UCLA.

Many institutions with which UCLA competes offer guaranteed housing for entering undergraduates for varying lengths of time up to four years. Thus, the availability of on-campus housing at UCLA is vital to recruiting highly desirable entering undergraduate students. For entering undergraduate students, on-campus housing helps ease the transition to university life by providing numerous benefits in addition to convenience and affordability.

On-campus housing facilities are within walking distance of classrooms, libraries, laboratories, recreation facilities, and other campus resources. In addition, within on-campus housing facilities, undergraduate students can take advantage of numerous types of academic programs, academic support services, personal growth and leadership opportunities, community activities, and a wide range of employment opportunities. For example, programs such as the Faculty-in-Residence program help break down the barriers associated with attending a large university and make one-to-one interaction with faculty not only possible, but common. Additionally, the majority of the parents of these entering undergraduates want their children to live on campus because of UCLA's reputation for providing safe accommodations with a variety of programs and services that promote academic success, personal growth, and development opportunities.

Unlike graduate and professional students who typically have some experience living on their own, most new undergraduate students come to the University with little or no independent living experience. They must learn to be successful in a highly competitive academic environment, while adjusting to the challenges of living independently and making decisions that will impact their personal lives. Similarly, transfer students come to the University in the middle of their educational program. These entering UCLA students must quickly adjust to the rigors of academia while adapting to their new residential environment.

Additionally, dedicated space is available within residential facilities specifically for academic counseling, tutoring services, and for regularly scheduled classes, seminars, and review sessions. This intellectually and socially rich living environment nurtures academic achievement, retention, cognitive development, intellectual growth, and personal maturation. Substantial amounts of research show that living on campus has a significant positive influence on completion of a bachelor's degree, improvement of critical thinking skills and intellectual aptitude, and an increase in personal autonomy and independence.

The Master Plan acknowledges the importance of housing as a primary resource to support undergraduate student recruitment and transition to the University. The provisions and guarantees incorporated into the Master Plan ensure that institutional recruitment needs for undergraduates are addressed and that new undergraduate students and transfer students are supported during their transition period to the University. Furthermore, the provisions contained in the Master Plan acknowledge the importance of supporting student retention and academic achievement for all undergraduates who continue living on campus.

2

Affordability and living options must be considered in developing the student housing program.

Of primary importance to the success of a student housing program is the relative affordability of University-owned housing compared to housing available in the private sector. Given the nature of the community surrounding UCLA, the types and amount of housing available proximate to campus, and the competition by non-students for housing in these desirable neighborhoods, it seems likely that student demand for affordable University-owned housing will continue to be strong in the foreseeable future.

*“**PROGRESS** lies not in enhancing what is,*
*but in **ADVANCING** toward what will be.”* – KAHLIL GIBRAN

Rendering of the Saxon Suites renovation, September 2015.

Current University housing options generally meet the criteria of being lower in cost than most comparable alternatives in the community. Similarly, UCLA's on-campus housing program, which includes various dining options, is very competitive with similar room and board programs offered at other University of California campuses. The Westwood housing market for rental properties is becoming unreachable for the vast majority of students. Studies[1] indicate that Westwood market rents could increase as much as 46 percent within the next eight years. Additionally, most of the inventory was constructed in the 1940s and 1950s. Limitations imposed by the Westwood Site Specific Plan leave little financial incentive for owners of existing inventory to renovate or redevelop their parcels into more modern facilities. Thus, it is probable that the Westwood housing inventory will be stagnant in terms of availability and quality but rapidly escalating in terms of cost.

3

Limited land and resources require a high density living model in order to maximize the number of students housed, with a focus on a high quality living experience.

To meet the demands for proximate on-campus student housing, a model of high density living was implemented to maximize the number of students that could be accommodated. The UCLA Housing program has invested in four key areas to provide a high-quality, holistic living experience:

1. **Diverse & Healthy Dining Options**
   We are continuing to invest in the health of our students and guests with innovative dining concepts like *Bruin Plate*. This anchor facility focuses on fresh, wholesome, nutritionally-balanced food and beverage options, and best practices in sustainability in food service operations. Other award-winning and popular dining concepts include *FEAST at Rieber* with a daily rotating pan-Asian menu and a Mediterranean-based menu featured at *Covel Residential Restaurant*.

2. **Convenient Fitness & Recreation Facilities**
   As part of our on campus residential community, the *Bruin Fitness Center (BFit)* opened in fall 2015 on the ground floor of Carnesale Commons. Other facilities include Hedrick basketball courts, Spieker Aquatic Center, and Sunset Canyon Recreation Center, which features an Olympic size pool. The close proximity of fitness facilities to on-campus housing supports the university's Healthy Campus Initiative.

3. **Clean & Well-maintained Living Spaces**
   The 20-year plan at H&HS is to keep every residential building on a continual renovation and refurbishment schedule. By fall quarter 2016, all on- and off-campus inventory will be new or freshly renovated (within the last seven to eight years) with a business model to ensure this work can continue for decades without requiring dramatic year over year increases to housing fees.

[1] Chiland, Elijah. "Rents Already Soaring Along L.A.'s Unopened Expo Line." March 18, 2016. www.lacurbed.com

4. **Flexible & Proximate Study Spaces**
   Opening Winter 2017, *The Study at Hedrick* will be specially designed to meet the needs of today's students and their demand for late night study space. The Study will feature natural light, around-the-clock coffee and snacks, power outlets, reliable WiFi access, and a variety of comfortable options for private, communal, and group studying. The Study complements other study spaces created within and adjacent to on-campus housing.

4

Housing is a resource that should be used to support the recruitment of graduate and professional students.

In 2013, Phase II of the Weyburn Terrace Single Graduate Student Housing Project was completed. This project provided much needed on-campus guaranteed housing, increasing capacity to 1,960 single graduate bed spaces.

The need for additional housing for graduate students is closely linked to UCLA's position as a worldwide leader in graduate education and research. UCLA seeks to recruit and retain the very best graduate students worldwide, and the quality, affordability, and proximity of housing to campus is integral to successfully recruiting new graduate students in all academic disciplines and professions. This is especially true for graduate students from outside southern California, where the availability of housing is beneficial to their adjustment to the Los Angeles metropolitan area and lifestyle.

While undergraduate students have been predominantly from California, many graduate and professional students come to UCLA from all over the world. Moreover, creation of dedicated on-campus graduate student housing provides an opportunity to create a graduate student community where traditional learning experiences can evolve and support new and creative levels of interdisciplinary focus and exchange. This potential is yet another means by which UCLA can continue to distinguish itself in graduate education.

Guaranteed housing for graduate students is also a critical recruitment mechanism. Students coming to campus from outside the Los Angeles basin value the availability of University-owned housing to help them become established in Los Angeles while adjusting to coursework at UCLA. Furthermore, housing on or proximate to campus benefits graduate and professional students by reducing commuting and transportation challenges and promotes access to and use of resources available to students on campus. Finally, University-owned housing is more affordable than comparable private sector housing, so graduate and professional student's benefit from the associated cost savings of living in University housing.

In acknowledgement of the critical role housing plays in supporting graduate and professional student recruitment, the Master Plan contains provisions to address the ongoing housing needs of incoming graduate and professional students and student families.

5

On-campus housing helps create a supportive and cohesive student community.

An important benefit of University-owned housing is the cohesive nature of the community formed by groups of students living in close proximity to one another. Opportunities for interactions among students from different personal backgrounds, interests, and academic pursuits contribute to the richness of the living environment. The student community formed within University-owned housing facilities contributes to the discovery and learning process. Student residents meet other students, form friendships, and participate in intellectual discussions that add to the quality of student life at UCLA.

Students who live on campus in the residential community benefit greatly from the various academic, social, and learning programs that are available. They also benefit from physical proximity to campus facilities and to services and programs such as libraries, health and counseling centers, recreation programs, student organization activities, and other campus-based academic and support services. These opportunities make for a richer educational experience and enhance the depth and breadth of student life. The Master Plan continues to support the development of on-campus housing which fosters a cohesive student community.

6

A successful residential campus integrates housing programs with other aspects of campus life.

The concept of a residential campus must extend beyond the physical facilities of residence halls, apartment buildings, and meeting places. Like any master planned community, a residential campus is an integrated approach to the total student experience. At UCLA, the residential community comprises of nearly all entering undergraduates and approximately 80 percent of second-year undergraduates (100 percent of those who have lived in on-campus housing their first-year and apply for a second year), and about 40 percent of third-year undergraduates. In the future, increasing percentages of transfer and upper division students, as well as single graduate and professional students, will join this community.

The sheer size of the residential community dictates that consideration be given to the impact of the community on campus programs, activities, and facilities that serve not only student residents, but the entire UCLA community of students, faculty and staff. Of critical consideration is the impact of an increasing student community on recreation facilities and programs. The capacities of existing facilities — including both indoor facilities, such as the John Wooden Center, and outdoor facilities, such as the Sunset Canyon Recreation Center — are likely to be exceeded by the introduction of additional campus residents, and the impact will be noted by all users. Development of new

facilities, particularly facilities in close proximity to student housing, is essential to ensure that the entire campus community will continue to have reasonable access to recreation facilities.

The development of new academic support facilities (that promote student counseling, tutoring, study groups, student-faculty interactions, student services, etc.) will be essential to compliment those currently available. These existing facilities are used with increasing frequency for both formal and informal undergraduate instruction. Additional space with the flexibility to accommodate academic programs will be required to support the growing student community on or near the northwest quadrant of campus. Additionally, in-room computing and additional computer labs will still be required to provide for the increasing convergence of technology and academic instruction/research, even at the undergraduate level.

Other services and programs that may be impacted by the growing student residential community include parking, campus transportation, campus-wide student programming, and commercial retail services. The impact of a growing residential campus on recreation and academic facilities as well as on other campus services and programs must be carefully evaluated as programmatic and physical goals for the campus housing program are developed.

Another factor key to the success of the student housing program is the array of housing options available to students. While residence hall-style housing is ideal for nearly all entering undergraduates who have just completed high school, it is not preferred by graduate students, older students, those returning to school after an absence, or those with families. And — while triple room accommodations are preferred by some students for a variety of reasons, including their lower cost— these should only be offered to those students who specifically request them.

For these reasons, University-owned housing must remain affordable and an array of different types of housing options must be available to meet the needs of a diverse group of UCLA students. The quality and type of housing provided by the campus will directly impact the success of the housing program in addressing student needs and preferences. The Master Plan includes, as a critical planning premise, the consideration of cost as a key attribute of existing and future University-owned housing, and includes provisions for a variety of housing options on- and off-campus to meet the unique needs of diverse groups of students.

7

Allocation strategies must be refined to ensure that housing resources support both academic program objectives and student recruitment and retention goals.

As additional housing is made available for students, advisory committees which have been appointed by the Chancellor to determine how such resources are allocated must also evolve. These committees of faculty, students, and administrators apply housing allocation methodologies consistent with academic program goals and student recruitment and retention strategies. As has been the practice in the past, advisory groups can assist the housing program in the development of appropriate allocation policies and procedures, particularly with respect to housing for graduate and professional students. Such policies and procedures will be subject to review and reconsideration as housing supply and needs change over time.

8

Housing needs of postdoctoral scholars should be addressed after the campus has met the housing needs of graduate and professional students.

Postdoctoral scholars participate in ongoing research and scholarly activities at UCLA. These individuals work with UCLA faculty members to advance their own academic careers while continuing to learn from others more senior in their field. Postdoctoral scholars are very often from foreign countries and are likely to be married or have children. They are highly recruited to come to UCLA and their contributions have immeasurable positive impact on the academic excellence of the institution.

Postdoctoral scholars face challenges similar to those of graduate and professional students in finding affordable housing proximate to campus. The availability of University-owned housing provides essential support for the scholars who currently take advantage of the resource, helping to ease their transition to Los Angeles and minimizing commuting and transportation requirements. The Master Plan acknowledges the institutional benefit of providing affordable housing to postdoctoral scholars and includes provisions to continue to support these essential members of the UCLA academic community after the housing needs of graduate and professional students are satisfied.

HOUSING GOALS

Based on the principles discussed above, the following goals for housing provisions and guarantees for UCLA students are in place. These goals are meant to be long-term strategic aspirations for the housing program at UCLA and are directly linked to UCLA's academic mission. The goals will guide future changes and growth in the housing program. Actual implementation of the Master Plan will take place as programmatic and physical goals for the campus housing program are developed. These programmatic and physical goals will translate the underlying principles into actuality and will change over time as contemporary needs dictate.

These goals are consistent with the current evolution and planning for student housing into the next decade (2011-2021) while embracing the fundamental tenets of the earlier Master Plans.

GOAL 1: University housing will be guaranteed to all entering first-year students for a period of four years.

The benefits of living on campus for undergraduates are well documented. The UCLA housing program has been carefully designed to provide an environment that supports academic achievement and stimulates intellectual and personal growth. By extending the housing guarantee for entering freshman from three years to four years, UCLA will ensure that undergraduate students have available to them the best possible housing and programmatic options to sustain excellence for the duration of their academic studies.

GOAL 2: University housing will be guaranteed to all new transfer students for a period of two years.

To correspond with the four-year housing guarantee offered to entering freshmen, entering transfer students will be guaranteed University-owned housing for a period of two years. This guarantee will help ensure that transfer students have opportunities to access the myriad of programs and support services designed to facilitate their successful transition to the University and their timely completion of a degree.

GOAL 3: University housing will be guaranteed to new graduate and professional students for a period of two years. University housing will be guaranteed to new graduate and professional students with dependent children for as long as the student is making normal academic progress to degree for up to seven years.

By offering graduate and professional students, including health science and medical interns and residents, a guarantee of University-owned housing, the campus will improve its ability to recruit the very best students. The two-year guarantee will provide a resource for entering graduate and professional students to assist them in becoming established and adjusted to academic life at UCLA and will help promote a community of learning where returning residents can provide mentoring and support to entering graduate students. By extending the housing guarantee for students with dependent children, the campus will ensure that families are not disrupted during the normal course of graduate study as long as students are making satisfactory progress to degree. Graduate and professional students with children will remain eligible for housing as long as their department certifies that they are making normal academic progress for up to seven years.

GOAL 4: University housing will be available to single postdoctoral scholars for a period of two years, as supply is available. University housing will be available to new postdoctoral scholars with dependent children for as long as the individual is participating in a postgraduate program, for up to seven years, as supply is available.

The campus acknowledges the important contributions of postdoctoral scholars and the importance of housing as a resource to support postdoctoral scholars. After demand for housing among graduate and professional students has been met, UCLA will offer housing to postdoctoral scholars for a period of two years for single postdoctoral scholars and for the duration of the program up to seven years for postdoctoral scholars with dependent children.

IMPLICATIONS OF THE REVISED MASTER PLAN GOALS & RECOMMENDATIONS

Implementation of the updated Master Plan supports continued efforts to increase the supply of University-owned housing because of the real and perceived benefits for UCLA students, for the campus and surrounding communities, and, ultimately, for the educational effectiveness of the institution. While mindful of existing limitations in the Long-Range Development Plan (LRDP) and of the need to preserve a balance among the uses of limited campus space, including a balance between housing, recreation, academic purposes, and open space, it is clear that new beds must be obtained in order for the updated Master Plan goals to be met.

In 1986 when the first Master Plan was developed, UCLA was essentially a commuter campus, with only about 12 percent of the student population living on campus, and a total of about 32 percent of students living either in University-owned housing or in privately-owned housing within one mile of campus. With successful implementation of the Master Plan, with all guarantees met and triple accommodations reduced to meet need, the campus will house more than 51 percent of the student population.

Today, UCLA's residential community accommodates about 38 percent of the student population. Academic programs in the residential setting are thriving. Residential students, their families, faculty, and the surrounding community have praised the results. As the foregoing sections point out, to meet the projected housing demand, UCLA will need to implement the Master Plan goals and develop additional housing. In addition, the campus must continue to review the private sector apartment inventory adjacent to and within five miles of campus and be prepared to purchase available buildings when opportunities present themselves.

To estimate and assess future requirements for University-owned housing, information about the total planned and approved supply of University-owned housing was evaluated alongside the current and projected student demand for housing. Housing program staff developed projections of future demand based on actual UCLA student housing trends. These demand figures are preliminary estimates only and will be revised and updated prior to any decision to build more housing. Adequate assurance of sufficient future student demand will be factored into the detailed analysis that will be required for the approval of any future housing projects. Additionally, campus land use, LRDP, and Environment Impact Report (EIR) issues will be thoroughly addressed prior to the development of new student housing.

SUPPORTING FACTORS FOR INCREASING INVENTORY OF UNIVERSITY-OWNED STUDENT HOUSING

The most critical factor is that current housing inventory does not allow the campus to meet the housing guarantees of the Master Plan. In addition, rooms that were designed for double occupancy are currently housing three students. Triple rooms should be at the request of the student rather tahn the required option in order to meet high housing demands.

Further, second-year transfer students, fourth-year students, and students who have never lived in the residence halls and therefore not eligible for the three-year guarantee are not guaranteed housing. With regards to graduate students, the campus aspires to provide two years of guaranteed housing to all those who desire it.

IMPACT OF UPDATED STUDENT HOUSING MASTER PLAN RECOMMENDATIONS

Increasing the supply of University-owned housing would benefit UCLA immeasurably. Progress toward these goals will be made in a systematic, measured manner, as has been the case since implementation of the first Master Plan

in 1986. As indicated earlier, new housing will only be developed after careful planning and consultation about potential benefits, costs, and trade-offs. Furthermore, the allocation of future housing inventory among various categories of students will be carefully planned to meet the most pressing campus goals. These cautionary notes notwithstanding, additional new housing inventory will be needed in the near term to support current and projected demand.

THE RECOMMENDED PATH FORWARD

A fundamental tenet underlying the housing objectives is the aspiration to continue the significant progress achieved to date in transforming UCLA to a residential campus. To enhance current quality or in the event projected enrollment is further increased, the undergraduate housing capacity should be increased by at least 4,500 beds. With the addition of the 4,500 beds, assuming projected enrollment growth is not further increased, triple occupancy will be reduced to 60-70 percent, while increasing the guarantee to four years for freshmen students and two years for transfer students.

Potential building sites should be explored on the Northwest Campus Zone and the Southwest Campus Zone. The developments will need to focus on addressing the demand of upper division student preferences as well as developments that are aligned with single graduate student demand.

Planning for new housing, both on- and off-campus should begin immediately to allow UCLA to meet the updated Master Plan 2011-2025 guarantees to today's students and to the growing numbers of students who will matriculate through 2025. Planning must include an assessment of the potential impact of increased housing on the delivery of student services, recreation facilities and programs, on-campus parking and transportation programs, and other campus services and facilities. Collaboration between the housing program and other campus service providers will ensure the successful growth of the student housing program, while retaining high levels of service quality and access to campus facilities for the entire campus community.

The campus should also work toward developing and acquiring off-campus apartments, particularly in the north Westwood Village. Adding housing inventory via this paradigm could achieve an increase in guarantees, help ensure affordable housing for students in the future, and further UCLA's transition to a residential campus. An increase in off- campus housing also does not impact the dining program and thus would not need any additional dining capacity. In addition increasing inventory off-campus, we will begin to address the shortfall for the graduate student population.

Adding both on- and off-campus housing will help ensure that UCLA continues to provide high-quality, safe, and affordable housing to students and protect future generations of Bruins from rapidly escalating rates for Westwood area rentals.

Our vision is to accommodate all UCLA students who wish to reside in university-provided housing. By increasing bed inventory, UCLA Housing will be able offer options to any enrolled student that would best ensure their health, well-being and academic success while at UCLA.

HOSPITALITY *FIRST!*

— VISION STATEMENT

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