

RESIDENCE LIFE MASTER PLAN REVIEW

Fiscal Years 2012 - 2031



UNIVERSITY OF WISCONSIN
WHITEWATER

OFFICE *of* RESIDENCE LIFE

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Fiscal Years 2012 - 2031



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WHITEWATER

OFFICE of RESIDENCE LIFE

THE MISSION OF THE OFFICE OF RESIDENCE LIFE IS TO PROVIDE QUALITY,
ACCESSIBLE HOUSING AND TO PROMOTE STUDENT LEARNING AND PERSONAL
SUCCESS IN AN INCLUSIVE, ENGAGING COMMUNITY.

Live! Learn! Engage!



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- 10 low rise residence halls
 - Fischer currently offline
- 2 high rise residence halls
- 1 suite-style residence hall
- 2 off-campus apartment buildings (leased)
- Total current occupancy: 3,854

- Evaluate the future needs of Residence Life
 - Including the ultimate fate of the Wells Complex
- Goals:
 - Maintain and upgrade current buildings while addressing the accessibility needs of campus
 - Provide the highest quality for the lowest cost

- Analyzed financial data through 2031
- Conducted a study of Wells Complex
- Projected campus growth, occupancy, and room rates



- Original plan:
 - Convert White and Sayles Halls to suite-style (104 beds, \$5 million)
 - Build a new suite-style residence hall to use for swing space (252 beds, \$10.6 million)
 - Take one residence hall offline each year to renovate (low rise: \$4-5 million; high rise: \$11-15 million each)

- 2005 update:
 - Raze Sayles and White Halls and build two new suite-style residence halls in their footprints
 - Take one residence hall offline each year to renovate

- 2007 update:
 - Build two new suite-style residence halls on the parking lot on the corner of Prince St. and Starin Rd. (\$35 million)
 - Take one residence hall offline each year to renovate, as funds permit



- Construct at least one new residence hall between now and FY2031
- Consider remodeling Wells Complex or constructing additional residence halls
- Project occupancy through FY2031 and compare to capacity under various scenarios
- Committee recommendation: construct a new residence hall in FY2015 or FY2016

Option A	Option B	Option C	Option New Building
<ul style="list-style-type: none"> • Accessibility enhancements to current throoms • Add family bath • Keep rooms same • Make corridor turn around areas accessible 	<ul style="list-style-type: none"> • Same additions as Option A • Adds shared small th distributed across floor, ccessed by hallway • Requires new residence hall for swing space 	<ul style="list-style-type: none"> • Same additions as Options A & B • However, baths accessible between two resident rooms • Requires new residence hall for swing space 	<ul style="list-style-type: none"> • Two double bedrooms per throom, <u>or</u> • Five double bedrooms per throom
<ul style="list-style-type: none"> • <i>Net Loss: 18 Beds</i> • <i>Total Cost: \$29,649,000</i> 	<ul style="list-style-type: none"> • <i>Net Loss: 234 Beds</i> • <i>Total Cost: \$35,493,000</i> 	<ul style="list-style-type: none"> • <i>Net Loss: 306 Beds</i> • <i>Total Cost: \$40,396,000</i> 	<ul style="list-style-type: none"> • <i>New 400 Bed Hall</i> • <i>Total Cost: \$24,000,000</i>



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FINAL SELECTIONS

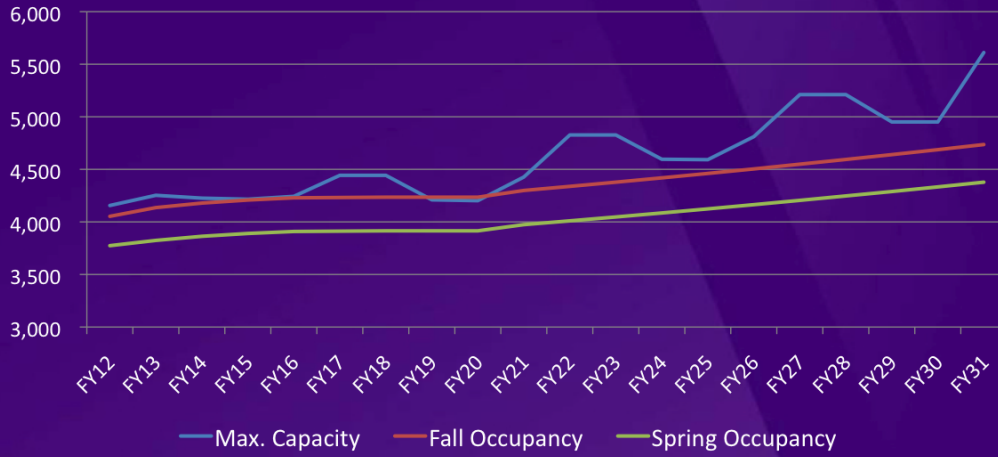


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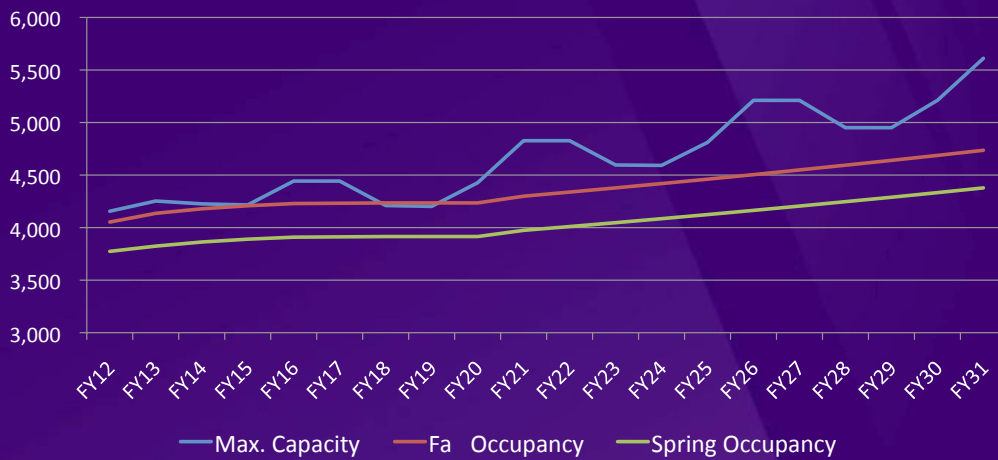
MASTER PLAN - FINAL SELECTIONS

- Final three plan options:
 - Plan I
 - New residence halls: 2016-17; 2021-22; 2026-27; 2030-31
 - Plan II
 - New residence halls: 2015-16; 2020-21; 2025-26; 2030-31
 - Plan III
 - New residence halls: 2015-16; 2017-18; 2025-26; 2030-31

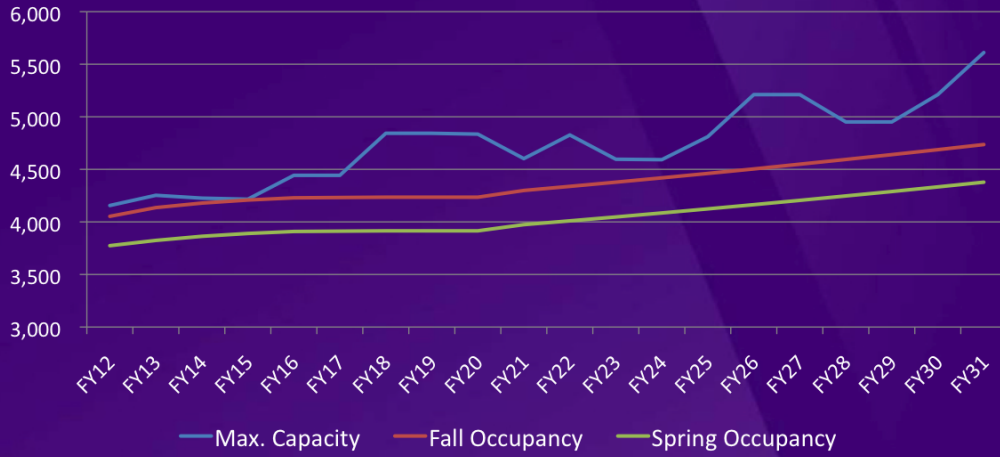
PLAN I - OCCUPANCY VS. CAPACITY



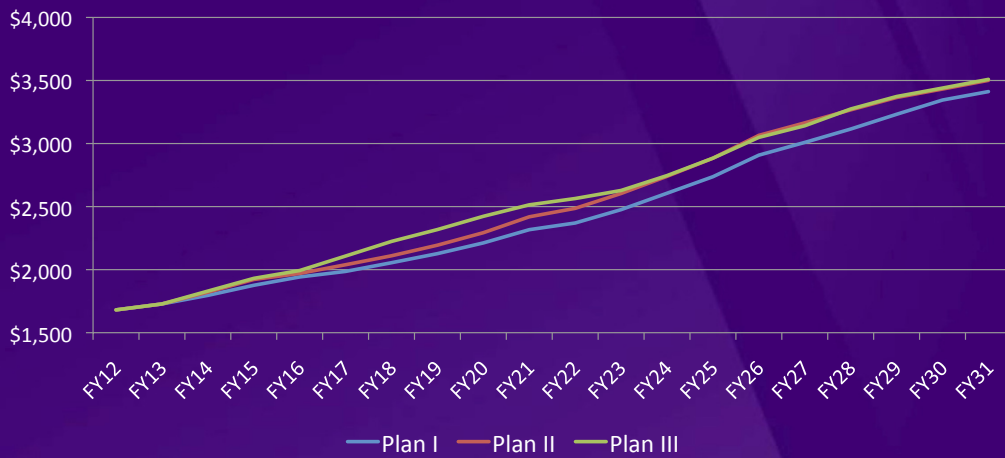
PLAN II - OCCUPANCY VS. CAPACITY



PLAN III - OCCUPANCY VS. CAPACITY



DOUBLE ROOM RATE COMPARISON





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CURRENT PLAN



MASTER PLAN - CURRENT

- Plan III was selected as the preferred option
- First new residence hall to open in FY2016

FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Fischer	Illers	Big low	B nson	New hall (Fall 2015?)	Br k	New hall

FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Br k	Fricker	Clem	Br k	L	Ar y	Br k

FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
New hall	Br k	utt	Knilians	Br k	N w hall

- Fischer Hall
 - Offline during 2011-2012 academic year
- Wellers Hall
 - Offline during 2012-2013 academic year
- Redesigned, fully accessible lobby
- Elevator added
- Additional ADA-friendly rooms





UNIVERSITY OF WISCONSIN
WHITEWATER
OFFICE of RESIDENCE LIFE

POD-STYLE HOUSING



UW-RIVER FALLS SOUTH FORKS



MASTER PLAN COMMITTEE MEMBERS

- Frank Bartlett
- Brandon Blakely
- Alan Hoesly
- Patty Huth
- Mary Kaster
- Michael Perry
- David Skelton
- Terry Tumbarello
- Lana Collet-Klingberg
- Matt Aschenbrener
- Eric Field
- Eric Mueller
- Elizabeth Watson
- Connie Wiersma
- Dave Dorgan
- Pat Jankowski
- Greg Swanson
- Robert Freiermuth
- Larry Kachel
- Terry Larson
- Bob Barry
- Stephanie Abbott
- John Jenson
- Joseph Jent
- Matthew Knudtson
- Lucretia Limerick
- KateLynn Schmitt
- Matthew Walter
- Jeffrey Winter

Office of Residence Life

Master Plan Review

2011-2031

The first meeting of the Office of Residence Life Master Plan Review committee took place in January, 2011. Representatives from Residence Life, Academic Learning Communities, the Center for Students with Disabilities, Facilities Planning and Management, Dining Services, Whitewater Student Government, and Residence Hall Association were present. Subsequent meetings included members from the Whitewater Rental Association in order to address the role of Residence Life in the Whitewater community and to ascertain the off-campus housing vendors' concerns.

The purpose of this committee was to review and establish a master plan for the Office of Residence Life as it relates to its current building/remodeling agenda. Frank Bartlett presented a historical perspective of what has taken place to date, which included previous reports from 2003 and 2005. In addition, current projects were reviewed.

Representatives from the Whitewater Rental Association expressed their appreciation for being invited to contribute their thoughts and ideas. They shared their hope that if Residence Life is looking to grow, that the on campus population will be proportionate to the campus population growth. Questions arose regarding out-of-state resident information, which is approximately 10% of all UWW students; and retention numbers, which varies by term. A rough estimate is approximately 65%. Other discussion addressed online classes and how they might impact the future of the residential population. Larry Kachel asked about commuters and the number of full time students. Frank explained capture rate of 92.7% of FR (2050 = 1900 approx.) and 77% of the sophomore class. We typically house 300 juniors/seniors/grads/other. In 2010-2011 we had 600.

This past year the city of Whitewater Rental Association experienced a 9.7% vacancy rate; 2.3% is typical. Continuing on with this trend will cause declining assessments which lead to a declining property tax base. In addition, the smaller property owners won't be able to afford a continued high vacancy rate. In Whitewater, there is no development going on. Whitewater is currently experiencing more foreclosures.

Dr. Telfer did a quick presentation and questions/answer session regarding the Campus' "Growth Agenda." First some details of the Growth Agenda were presented:

- The Growth Agenda planned for a gain of students of 1000-1500 students over a 5 year period.
- The students desired include all students, non-traditional (adult), more students of opportunity, and veterans.
- In addition, we would be pursuing better retention from our current student population (Current graduation rates: 4 years – 26%, 6 years – 56%). We desire to increase the speed of graduation.

The Governor has removed funding from the budget for the UW System's Growth Agenda. \$2.3 million was the amount of funding for the Growth Initiative. With the lack of funding, the campus will try to maintain its current enrollment 11,544 (10,600 - 90% of the current headcount that take at least 15 credits). We will try to accommodate the demand. We are also pursuing the same size freshman class. We will grow a little bit, but less rapidly.

Financial Aid is proposed to stay the same. Pell Grants more than likely will be reduced. WHEG may not exist. Chancellor Telfer also touched on the budget cut for UW System. Of the \$250 million, \$125 million will impact UW system and the non-UW-Madison campuses. We don't know how the budget cut may affect UW-Whitewater. We are also looking at a 5.5% possible tuition increase.

Discussions regarding our current occupancy situation revolved around conversations in regards to the campus growth agenda, as well as information from the occupancy budget report calculations. We calculated student occupancy for 2011 to be 4,064 and following completion of Residence Life renovations, occupancy would be 3,967. Reduction in occupancy is directly related to current renovations to residence halls to add more accessible features, including ADA compliant “family baths,” as well as additional renovation needs.

The campus’ target for the 2011 freshmen class was 2,050 incoming students. Of that number, we anticipated 1,900 to reside in the residence halls in which the campus made the commitment to house all 1,900 incoming freshmen in traditional student rooms. In the fall of 2011, we leased a total of 300 bed spaces in two off-campus buildings to provide housing for students wishing to reside with Residence Life. As of the conclusion of the fall 2011 semester, both off-campus housing facilities were nearly full.

Of our campus housing availability, Starin Hall and the off-campus apartments were only available for students of sophomore standing and above. Arey, Lee, Bigelow, and Knilans were freshmen-only buildings. The remaining spaces were divided up between upper class and freshmen floors. All returning students had to sign up for student rooms during the re-application process in the spring semester of 2011.

Other discussion topics included the plans for short-term consequences of what to do while buildings are offline, what other campuses in the UW System are doing/have done, background information regarding the freshmen/sophomore requirement to live on-campus, debt service vs. keeping costs reasonable, program analysis relating to learning communities, and the decision not to pursue LEED certification for the next two remodels as the limited scope of the projects don’t allow for the logical pursuit of the LEED designation (ex. limited HVAC work). Keeping with our current objectives, we will pursue the design of a building that is the most accessible and sustainable as possible.

Key questions that were answered by this review included: the size of the on-campus population desired in relation to the growth agenda; solutions to bring Wells Hall to accessible standards by conducting a cost/benefit analysis for renovation vs. replacement; explore different housing options (e.g. traditional doubles, suites, pods); perform a complete financial analysis of projected costs through 2031, including factors such as growth, occupancy and room rates; and formulate recommendations for review by the Chancellor.

During the course of the review process, Potter Lawson conducted and presented two studies to the committee. The first contained information about cost estimating in the master plan process. Topics covered options for improvements, typical unit costs of construction, total project costs, and the benefits of upgrading residence halls. New buildings, additions and remodeling examples were presented.

The second study by Potter Lawson explored the best long term direction for the Wells complex. Three renovation options for the Wells complex emerged. Included in all plans were: air conditioning of the complex, additional square footage for mechanical and student usage on the first floor and basement, elevator upgrades, ADA modified bedrooms, wider door opening, stairwell enhancements (including enlarged landings & air flow enhancements), window replacements, upgraded data wiring, and lounge area upgrades (including entrances).

- The first, (Plan A) would be to remodel Wells to include changes to make bathrooms ADA compliant as well as the addition of an accessible bath on every floor. Turn around spaces would be created at the RA rooms, and at the stairwell exits.
- The second, (Plan B) interspersed bathrooms throughout the floor to serve 5 bedrooms. The bathroom enhancements would also accommodate turn around points for wheelchairs. The current common area bathrooms would be configured back into bedroom spaces.

- The third, (Plan C) would be the most significant remodel. The reconfiguration would maintain the two-bedroom concept but would include shared bathrooms in between the two bathrooms. There would be one entrance into the combined bedrooms/bathroom.

The committee discussed the three options presented considering the costs incurred for each. The general consensus of the group was that the most cost efficient choice would be to replace the complex with three new 400-student residence halls. The Wells complex would stay in place until three new residence halls could be constructed to replace it. The decision was made to ask for the development of three financial schedules (pro formas) for the three following scenarios:

- Using Wells Option A, construct a new residence hall (400 beds) in fall, 2016, to allow for swing space for future renovations and allow for campus growth or additional singles.
- Using Wells Option B, construct a new residence hall (400 beds) in fall, 2016, to allow for decompression associated with the reconfiguration of Wells (loss of 234 beds) and slight campus growth
- Do minimal updates to maintain Wells; construct three new residence halls to replace the complex.

Long term financial plans were presented at the final meeting. Frank Bartlett reported the numbers showed the debt service for Starin Hall ending in 2031, which made it financially feasible to add a fourth new residence hall at that time (FY2031).

Additionally, two long term financial plans were presented showing what the numbers would look like if one new residence hall was constructed a year earlier (in 2015) than originally presented. The two additional long term financial plans were labeled "D1" and "D2." Plan "D1" would significantly raise room rates; "D2" would have Residence Life subsidize the bottom line from their cash reserves. The required timeline to complete either plan "D1" or "D2" would be tight, considering approval from the multiple levels of administration would be required immediately.

New residence halls would feature a pod-style configuration of one bathroom to five bedrooms (ten students). Room rates would fall between our current standard double room and a suite style residence rates. The current cost of a new residence hall is approximately \$25 million. With inflation (assuming a standard of 4%) the cost could be around \$47 million by 2031. We used the UW-System amortization schedule to calculate the long term debt service. Currently, Starin Hall's debt service is amortized over 20 years. Going forward, if allowed to use 30 year amortization schedule for new construction, the cost to the students would be lower (with the debt carried longer by the campus).

Discussion to address plans for Wells Hall continued. Bob Freiermuth suggested that utilizing Wells Hall as strictly single bedroom units could be very popular as there is a huge demand for one bedroom apartments in the community. Consideration will also need to be given to the impact on camps/conferences on campus if Wells Hall is taken off-line. Regardless of which option passes forward, mechanical and maintenance issues will need to be addressed; specifically the roof of the Christine Berry Memorial lounge will need to be replaced.

Matt Aschenbrener and Larry Kachel also questioned if the plans included projections for growth. If 1,000 students were added over the next five years, approximately 350 would be freshmen. Assuming a capture rate of 93%, we should plan for an additional 330 freshman. Another factor impacting the growth rate will be if the campus continues to recruit Illinois residents. Currently, the difference to attend Northern Illinois University vs. UW-Whitewater is within \$100 (total cost to attend: including dining, housing and out-of-state tuition).

The option of adding residence halls by way of support through the University's foundation accounts was also discussed. UW-Green Bay and UW-Milwaukee have both done this, but there have been issues at UW-Milwaukee in regards to filling all of the available beds.

A question of costs of a new residence hall was also discussed. For reference, Starin Hall cost roughly \$34 million, and a new residence hall as laid out by Potter & Lawson would be roughly \$25 million. As mentioned by Frank Bartlett, our room rates currently rank fourth from the bottom as compared to the rest of the UW System. There is also a possibility that we provide and offer office space on the first floor of a new residence hall, such departments that had been mentioned by individuals past and present include: the Office of Multicultural Affairs, a new dining hall, a daycare center or other opportunities.

It was agreed that pro forma Option D2, as presented, would be the best choice, as it would allow for future decisions based on enrollment projections in 2017. Another benefit for Option D2 is that it would continue the campus initiative for accessibility. For reference, the current remodel of Fischer Hall will exceed ADA compliance with 10% of the rooms modified for accessibility (of which 5% would be equipped with remote access door openers. If, for whatever reason, Option D2 was not feasible given time constraints, option C would be the preferred option of the committee. It was asked how to proceed from here. Frank Bartlett assumed the next step would be a presentation to the Student Affairs department, and then ultimately to the Chancellor and his office.

Changes to the financial plan and a plan to consider two new residence halls one right after another to allow for greater campus growth in 2015-2016 were drafted. The following pro forms were created:

- Plan I: Identical to Plan C above.
- Plan II: Identical to Plan D2 above.
- Plan III: Identical to Plan II, except that the first two new residence halls would be constructed in 2015-16 and 2017-18 with the Fricker Hall remodel occurring in FY2018.

These reports, along with data including room rate comparisons, enrollment vs. occupancy projections, were presented to the Chancellor's office on February 1, 2012.

The decision made was to build a new residence hall as soon as possible. Renovations to the other halls would proceed as outlined in the pro forma statements. (Fischer-2012; Wellers-2013; Bigelow-2014; Benson-2015; New residence hall-2015/2016; Break-2017; New residence hall=2018; Break-2019; Fricker-2020; Clem-2021; Break-2022; Lee-2023; Arey-2024; Break-2025; New residence hall-2026; Break-2027; Tutt-2028; Knilans-2029; Break-2030; New Residence hall-2031.)

Presentations will be made to students and the general campus population on February 9, 2012.

Committee members included: Office of Residence Life – Frank Bartlett, Brandon Blakely, Alan Hoesly, Patty Huth, Mary Kaster, Michael Perry, David Skelton, Terry Tumbarello; Center for Students with Disabilities – Eric Field, Eric Mueller, Elizabeth Watson, Connie Wiersma; Facilities Planning and Management - Dave Dorgan, Pat Jankowski, Greg Swanson; Dining Services – Bob Barry; Faculty Partner - Collet-Klingenberg; Admissions – Matt Aschenbrener; Students – Stephanie Abbott, John Jenson, Joseph Jent, Matthew Knudtson, Lucretia Limerick, Katelynn Schmitt, Matthew Walter, Jeffrey Winter; Whitewater Rental Association – Robert Freiermuth, Larry Kachel, Terry Larson.

**Residence Life Master Plan Review Team
Minutes
November 9, 2011**

Members Present: Frank Bartlett, Mary Kaster, Lucretia Limerick, Alan Hoesly, Larry Kachel, Bob Freiermuth, Bob Barry, David Skelton, Elizabeth Watson, Connie Wiersma, Dave Dorgan.

Frank Bartlett explained the results of the report from the Wells Study submitted by Potter Lawson.

- Wells Option A represents remodeling Wells to include changes to make bathrooms ADA compliant and add a family bath.
- Wells Option B includes some enhancements to the hallways to accommodate turn around points for wheelchairs and intersperses some common area bathrooms at those points creating 4-5 bedrooms per bathroom.
- Wells Option C would be the most significant remodel. The reconfiguration would maintain the two-bedroom concept but would include shared bathrooms. There would be one entrance into the combined bedrooms/bathroom.

The committee discussed the three options presented considering the costs incurred for each. The general consensus of the group was that the most cost efficient choice would be to keep Wells in place until three new residence halls could be constructed to replace it. The decision was made that pro forma schedules should be developed for three scenarios:

- a) Using Wells Option A, construct a new residence hall in Fall, 2016 to bring back off campus students.
- b) Using Wells Option B, construct a new residence hall in Fall, 2016 taking into consideration the decompression of Wells and bringing back some of the off campus students.
- c) Do nothing with Wells; construct 3 new residence halls to replace it keeping room rate increases reasonable.

Site locations were discussed, however, without input from campus, it was only speculative discussion. Bob Barry also offered a suggestion to include a new dining hall on the first floor of a new hall. Other programming initiatives, such as, space for multicultural affairs or a daycare were also discussed.

Pro Forma budgets will be presented at the next meeting on Dec. 7, 2011.

**Residence Life Master Plan Review Team
Minutes
December 7th, 2011**

Members Present: Frank Bartlett, Mary Kaster, Alan Hoesly, Brandon Blakely, Connie Wiersma, David Skelton, Terry Tumbarello, Joseph Jent, Matt Aschenbrener, Matt Knudtson, Eric Field, Jeff Winter, Eric Mueller, Patty Huth, Matthew Walter, Dave Dorgan, Larry Kachel, Robert Freiermuth.

The meeting began at 1PM in the University Center, Room 261.

Frank Bartlett covered the results of the report from the Wells Study submitted by Potter Lawson for those not present at the Wells Study meeting.

- Option A represents remodeling Wells to include changes to make bathrooms ADA compliant and add a family bath.
- Option B includes some enhancements to the hallways to accommodate turn around points for wheelchairs and intersperses some common area bathrooms at those points creating 4-5 bedrooms per bathroom.
- Option C would be the most significant remodel. The reconfiguration would maintain the two-bedroom concept but would include shared bathrooms. There would be one entrance into the combined bedrooms/bathroom.
- Elevator replacement costs would be \$200,000 per car, for a total of \$800,000.

Based on the consensus reached at the previous meeting, it was determined that pro forma schedules be developed for three scenarios:

- a) Using Option A, construct a new residence hall in Fall, 2016 to bring back off campus students.
- b) Using Option B, construct a new residence hall in Fall, 2016 taking into consideration the decompression of Wells and bringing back some of the off campus students.
- c) Do nothing with Wells; construct three new residence halls to replace it, keeping room rate increases reasonable.

Frank reported the numbers showed the debt service ends in 2031, therefore added a fourth new residence hall to the projections. He also presented two additional pro formas showing what the numbers would look like if the new residence hall was constructed a year earlier, in 2015. These pro formas were labeled D1 and D2. D1 would significantly raise room rates; D2 would have Res Life subsidize the bottom line. The timeline would be tight. A new building in 2016 would proceed as follows: the capital project request would need to be done in January, 2012, the architect would need to be selected in Fall of 2012, the project would be enumerated in 2013, construction beginning in 2013 with completion by Fall, 2015.

New residence halls would feature the pod style configuration of one bathroom to five bedrooms (ten students). Room rates would fall between a standard double room and a suite style residence. The current cost of a new residence hall is approximately \$25M. With inflation the cost could be around

\$47M by 2031. Projections were made using Potter & Lawson's percentage of costs (4% inflation). We used the UW-System amortization schedule for the debt service. Currently, Starin Hall's debt service is amortized over 20 years. Going forward, if allowed to use 30 years, the cost to the students would be lower.

Discussion to address plans for Wells continued. Bob Freiermuth suggested that single bedroom units could be very popular as there is a huge demand for one bedroom apartments in the community. Consideration will also need to be given to the impact on camps/conferences if Wells is taken off-line. Regardless of which option passes forward, mechanical and maintenance issues will need to be addressed. The roof of the Christine Berry Memorial lounge will need to be replaced.

Matt Aschenbrener and Larry Kachel also questioned if the plans included projections for growth. If 1000 students were added over the next five years, approximately 350 would be freshmen. Assuming a capture rate of 93%, we should plan for an additional 330 freshman. Another factor impacting the growth rate will be if the campus continues to recruit Illinois residents. Currently, the difference to attend Northern Illinois University vs. UW-Whitewater is within \$100 (total cost to attend: including dining, housing and out-of-state tuition).

It was agreed that pro forma Option C, as presented, would be the best choice, as it would allow for future decisions based on enrollment projections in 2017. Another benefit for Option C, is that it would continue the campus initiative for accessibility. For reference, the current remodel of Fischer Hall will bring it to 10% ADA compliant with 5% of the rooms equipped with remote access door openers.

After agreeing that pro forma option C was the ideal option, in the opinion of the committee, it was asked how to proceed from here. Frank Bartlett assumed the next step would be a presentation to the Student Affairs department, and then ultimately to the Chancellor and his office.

The option of adding residence halls by way of support through the University's foundation accounts was also discussed. UW-Green Bay and UW-Milwaukee have both done this, but there have been issues at UW-Milwaukee in regards to filling all of the available beds.

In further discussion of the budgets, Frank Bartlett also brought up that it is currently unclear to the department what will happen in regards to employee's retirement funding. With changes on the UW System and state level, employees are now contributing more to their retirement plans, and with the department saving that money on the 63 full time employees it currently employs, it is uncertain if Residence Life, UW-Whitewater, or the State will be seeing the savings.

A question of costs of a new residence hall was also discussed. For reference sake, Starin Hall cost roughly \$34 million, and a new residence hall as laid out by Potter & Lawson would be roughly \$25 million. As mentioned by Frank Bartlett, our room rates currently rank fourth from the bottom as compared to the rest of the UW System. There is also a possibility that we provide and offer office space

on the first floor of a new residence hall, such departments that had been mentioned by individuals past and present include: the Office of Multicultural Affairs, a new dining hall, a daycare center or other opportunities.

A vote was taken on which pro forma was preferred by the committee, with pro forma D1 (which is one of the most aggressive plans) being vastly popular with the committee, if possible. If time constraints prohibit Option D1, the default would be Option C.

Further mentioned were some changes to the pro forma, typographical errors to be corrected, and also a plan to allow for two new residence halls (instead of just one) to allow from growth in 2015-2016. Frank Bartlett, Mary Kaster, and Matthew Knudtson will be drafting a report in the near future, and the options will be e-mailed out to the rest of the committee.

Meeting was adjourned at 2:28PM.

ORL Facilities Fact Sheet

Building Footprint	Year Built		Rooms	Toilets & Urinals	Showers and Tubs	Sq. Ft	Bath Sq. Ft	Stairways Sq. Ft.	Common Areas Sq. Ft.	Basement Sq. Ft.	Laundry Sq. Ft.	Hallway Sq. Ft.	Showers Sq. Ft.	Elevator
A	1964	Arey (2023)	128.0	64	24	47,333	1,812.0	1,100.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	2006
A	1964	Benson (2014)	128.0	64	24	47,333	1,812.0	1,101.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	
A	1966	Bigelow (2013)	122.0	64	24	47,788	1,812.0	1,101.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	
A	1966	Clem (2016)	122.0	64	24	47,788	1,812.0	1,101.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	
B	1963	Fischer (2011)	107.0	64	32	41,825	1,545.0	1,386.0	2,031.0	3,967.0	375.0	5,412.0	832.0	
A	1965	Fricker (2017)	122.0	64	24	47,739	1,812.0	1,101.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	
B	1963	Goodhue	107.0	64	32	41,825	1,545.0	1,386.0	2,031.0	3,967.0	200.0	5,412.0	210.0	1992
C	1966	Knilians (2026)	136.0	68 (2008)	24	53,122	1,888.0	1,064.0	2,152.0	4,589.0	495.0	5,040.0	616.0	1996
A	1965	Lee (2022)	122.0	64	24	47,739	1,812.0	1,101.0	2,547.0	3,271.0	884.0	6,012.0	1,296.0	1995
D	1962	Sayles	103.0	60	20	40,538	1,611.0	1,276.0	2,224.0	3,387.0	396.0	3,976.0	612.0	Demolished
Suites	2010	Starin	446	128	122	207,900								2010 (2)
C	1966	Tutt (2025)	136.0	68 (2008)	24	53,122	1,888.0	1,064.0	2,152.0	4,589.0	495.0	5,040.0	616.0	2010
C	1966	Wellers (2012)	136.0	68	24	53,122	1,888.0	1,064.0	2,152.0	4,589.0	495.0	5,040.0	616.0	
E	1967	Wells East (2020)	297.0	166	63	115,000	4,263.0	5,172.0	8,496.0	3,097.5	810.0	12,150.0	2,124.0	2000 (2)
F	1967	Wells West (2019)	333.0	190	74	123,000	4,263.0	5,172.0	8,496.0	3,097.5	810.0	12,150.0	2,124.0	2000 (2)
D	1962	White	103.0	60	20	40,538	1,611.0	1,275.0	2,224.0	3,387.0	396.0	3,976.0	612.0	Acad Use
		TOTALS	2,202	1064	338	847,812	31,374	25,464	47,240	54,296	9,776	86,216	16,138	

Elevator
Major
Bathroom
Upgrade
Upcoming
Projects - Bid

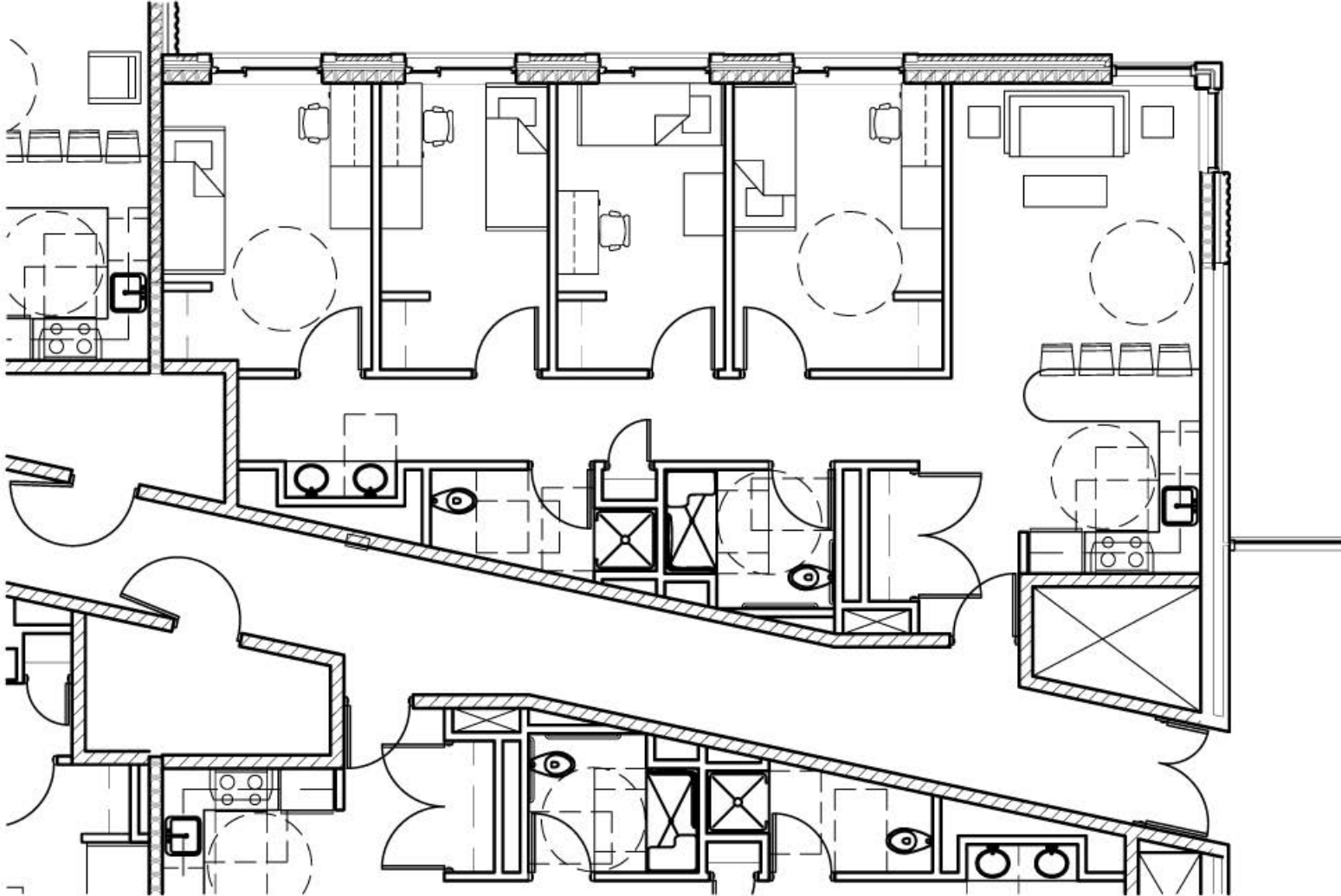


**University of Wisconsin - Whitewater
New Residence Hall**

CANNONDESIGN



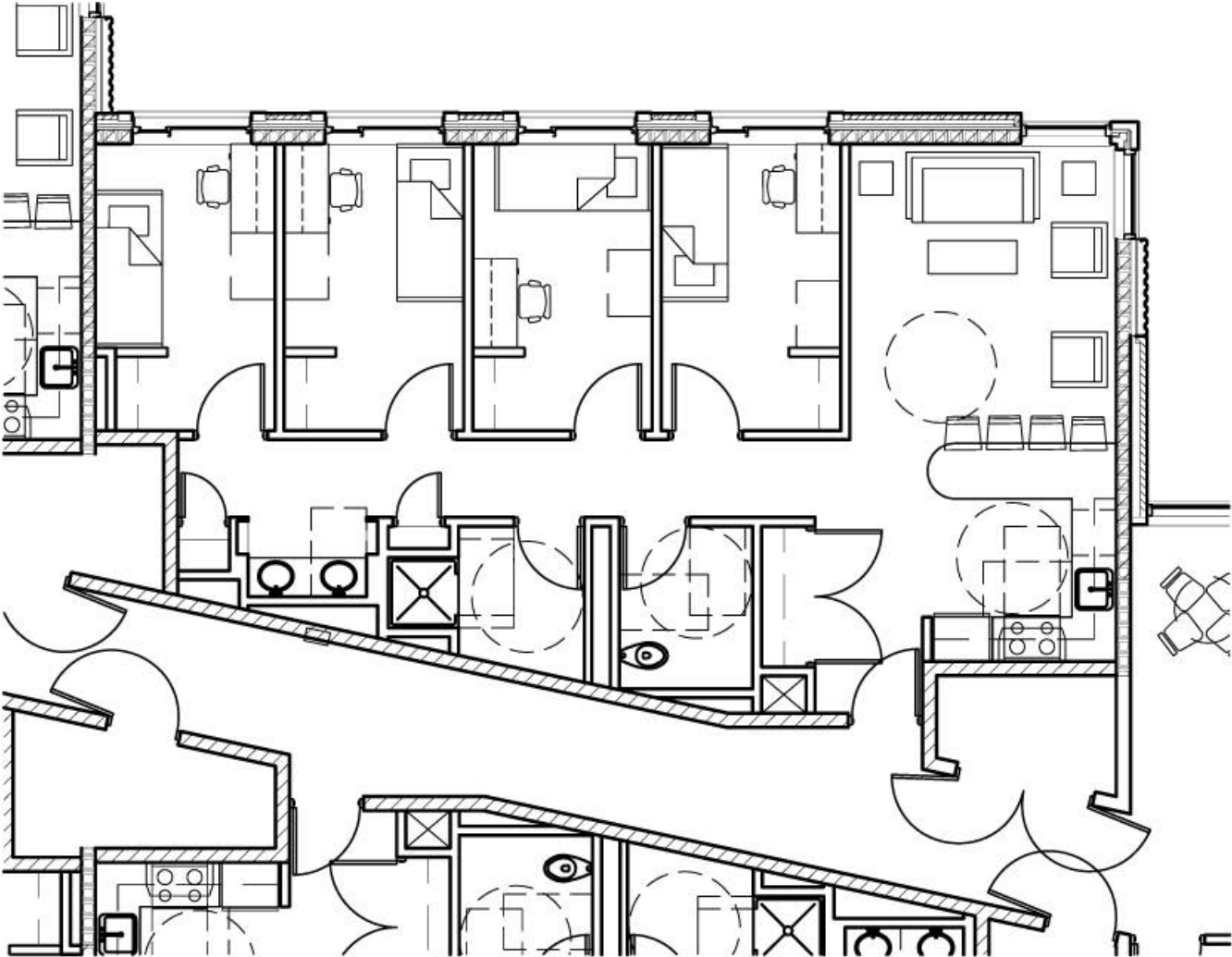
Unit Plans



North Wing - Typical ADA Suite



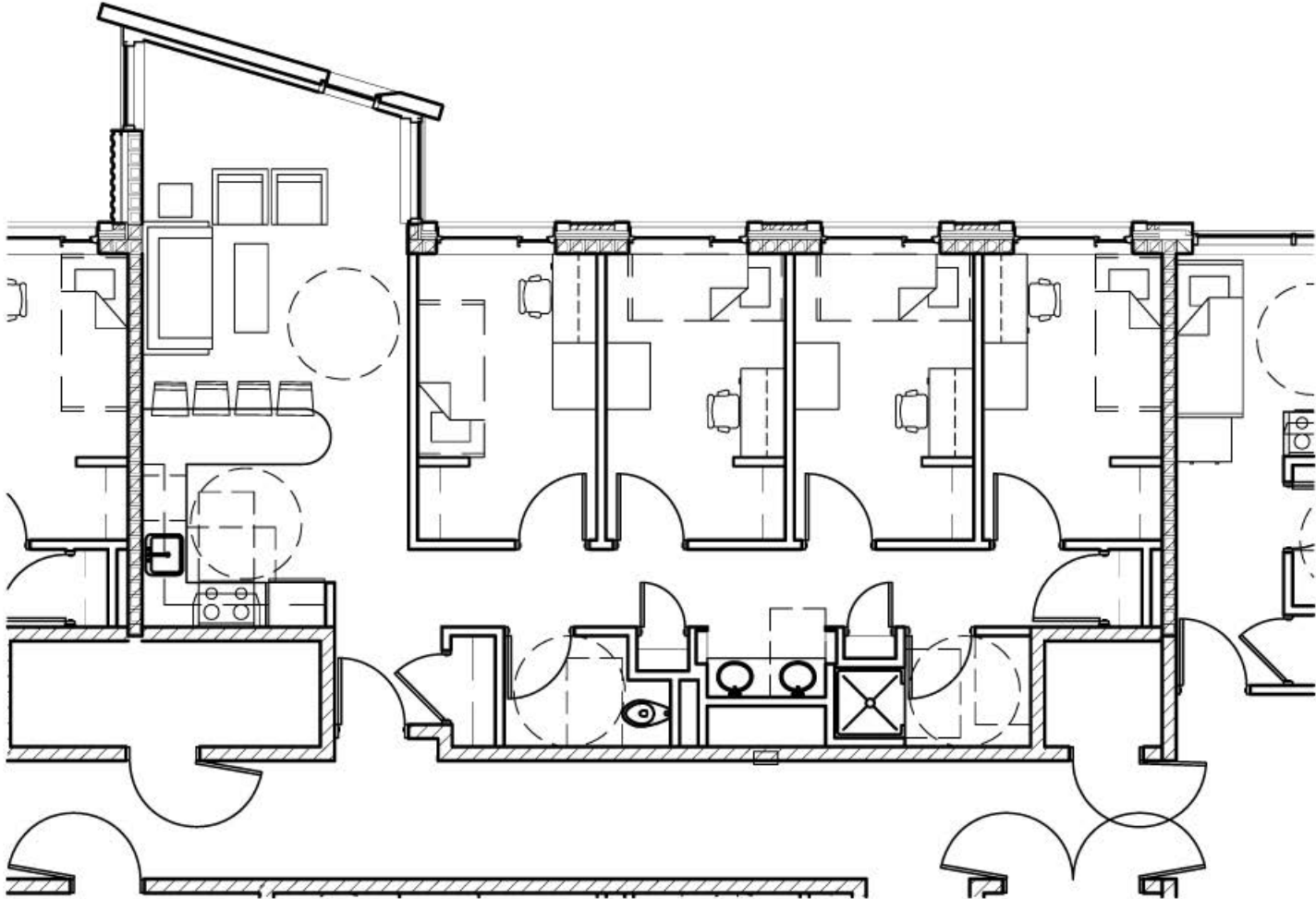
Unit Plans



North Wing - Typical Visiting Suite



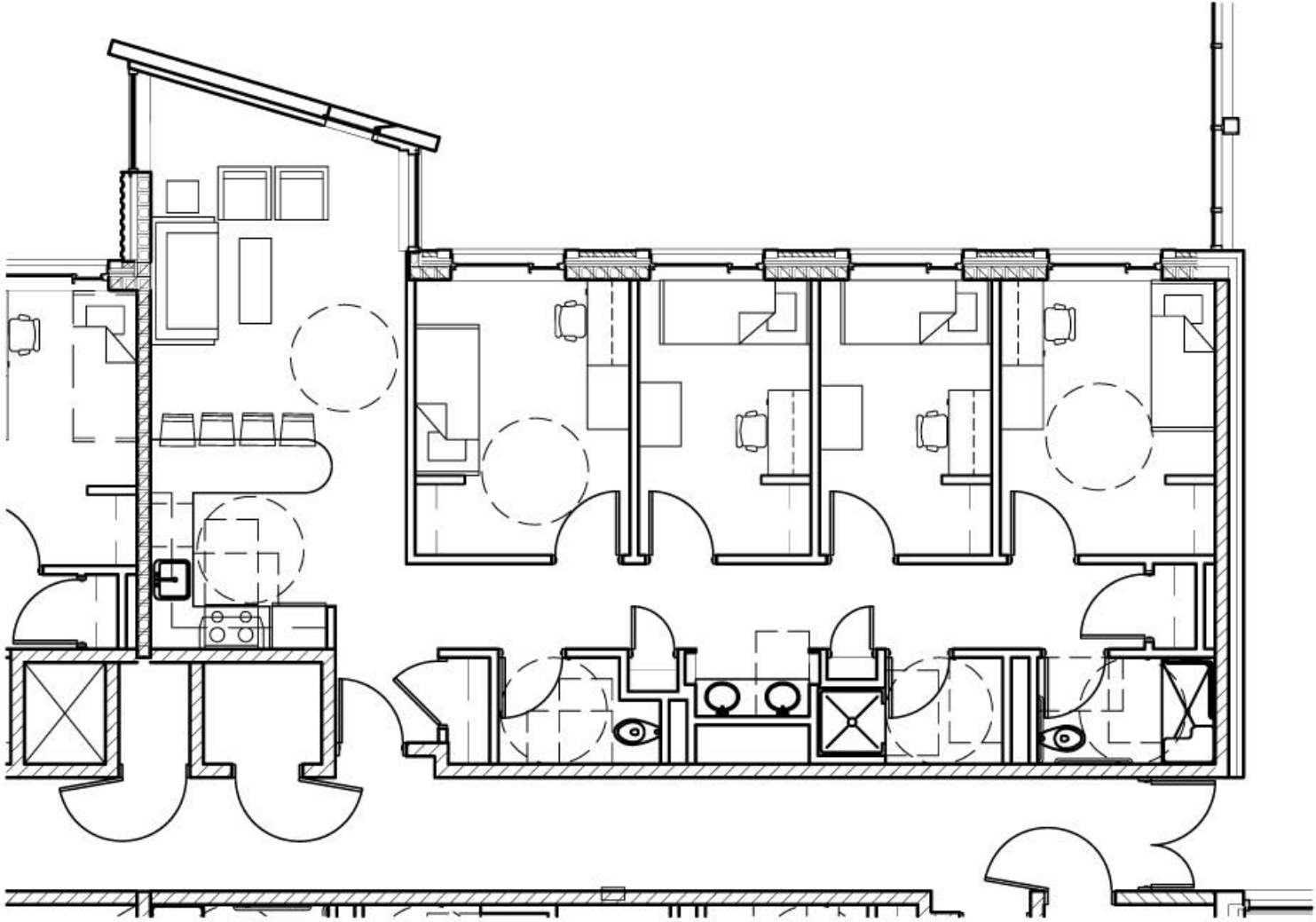
Unit Plans



South Wing - Typical Visiting Suite



Unit Plans



South Wing - Typical ADA Suite





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REVISIONS

NO.	DATE	ISSUE



PROJECT

UWW
Dormitory Renovations/
FISCHER HALL

SHEET

Plan Studies

DATE

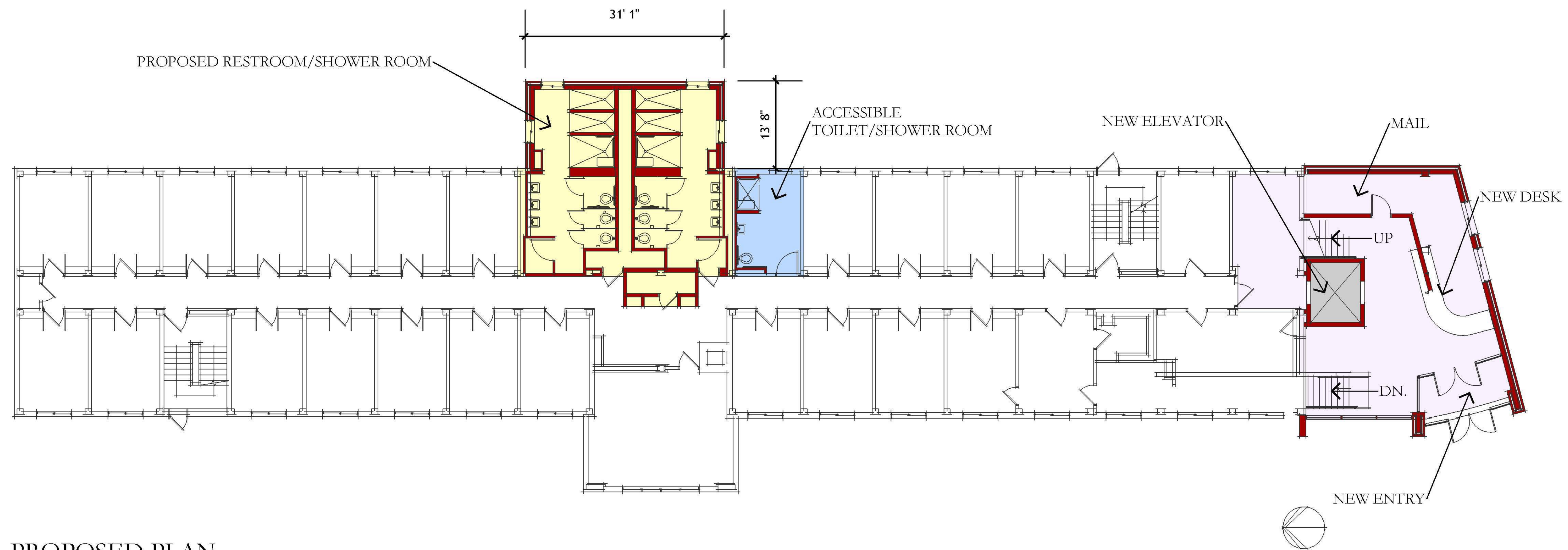
October 13, 2009

PROJECT NO.

09-119

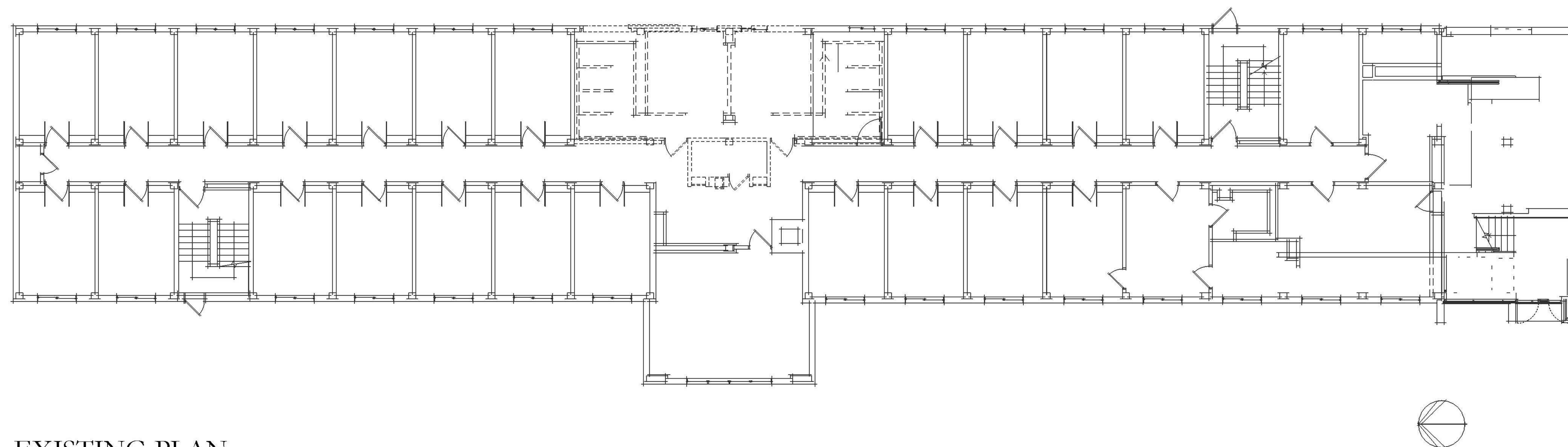
PERSPECTIVE

SCALE: 1/8"=1'-0"



PROPOSED PLAN

SCALE: 1/8"=1'-0"



EXISTING PLAN

SCALE: 1/8"=1'-0"

FIRST FLOOR PLAN

SCALE: 1/8"=1'-0"



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PROJECT

UWW
Dormitory Renovations/
FISCHER HALL

SHEET

Plan Studies

DATE

October 13, 2009

PROJECT NO.

09-119

A-1.02



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ARCHITECTS OF RECORD
FOR THE DESIGN AND CONSTRUCTION OF
THE UNIVERSITY OF WISCONSIN
DORMITORY RENOVATIONS/ WELLS HALL
PROJECT NO. 09-119

REVISIONS

NO.	DATE	DESCRIPTION
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PROJECT

UWV
Dormitory Renovations/
WELLS HALL

SHEET

Plan Studies
Scheme 'B'

DATE

October 13, 2009

PROJECT NO.

09-119

A-1.04



PERSPECTIVE VIEW



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DRAWN BY UIHLEIN WILSON ARCHITECTS, P.C.
CHECKED BY UIHLEIN WILSON ARCHITECTS, P.C.
DATE: 10/13/09

REVISIONS

NO.	DATE	REVISION
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PROJECT

UWV
Dormitory Renovations/
WELLERS HALL

SHEET

Plan Studies
Scheme 'B'

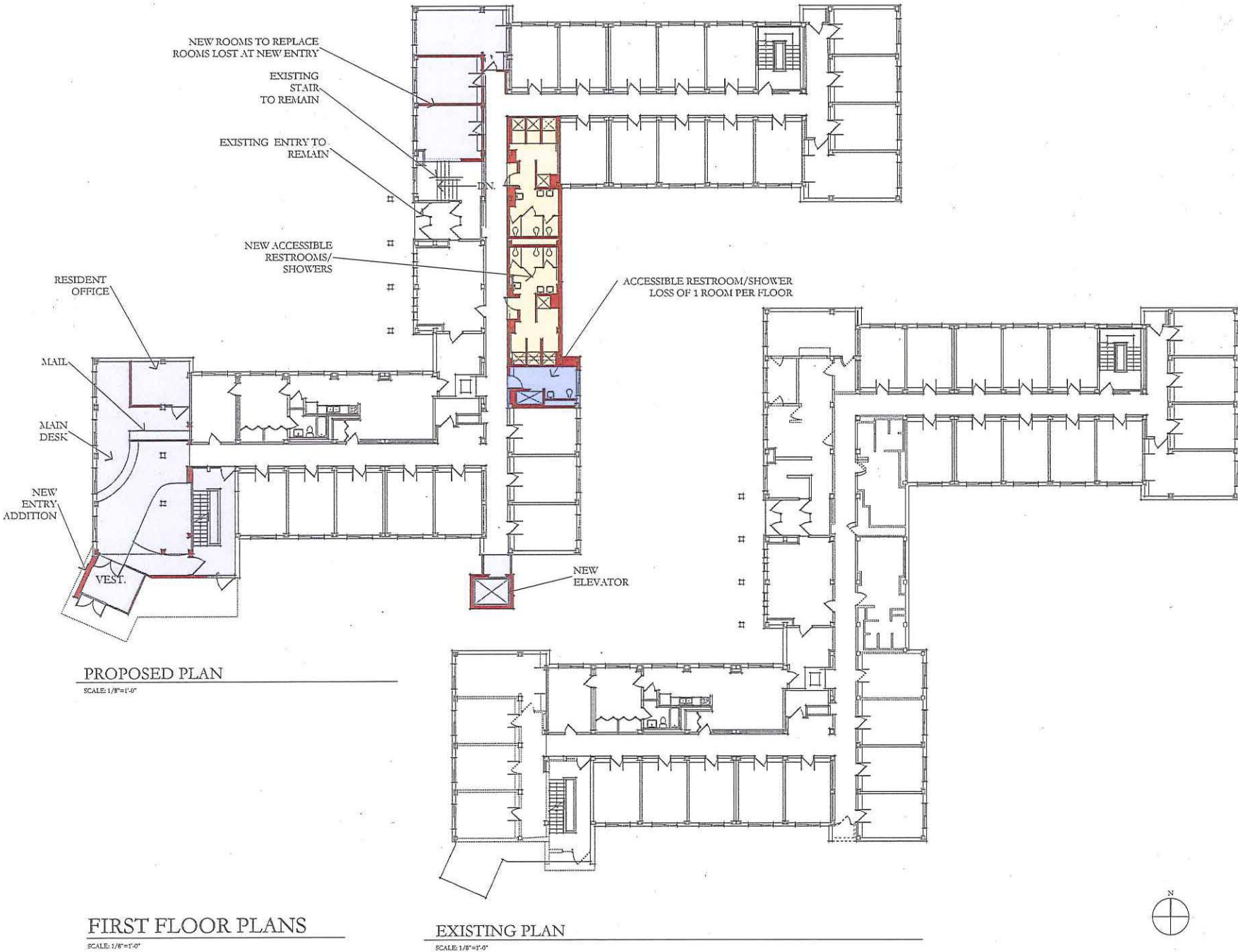
DATE

October 13, 2009

PROJECT NO.

09-119

A-1.02



PROPOSED PLAN

SCALE: 1/8"=1'-0"

FIRST FLOOR PLANS

SCALE: 1/8"=1'-0"

EXISTING PLAN

SCALE: 1/8"=1'-0"



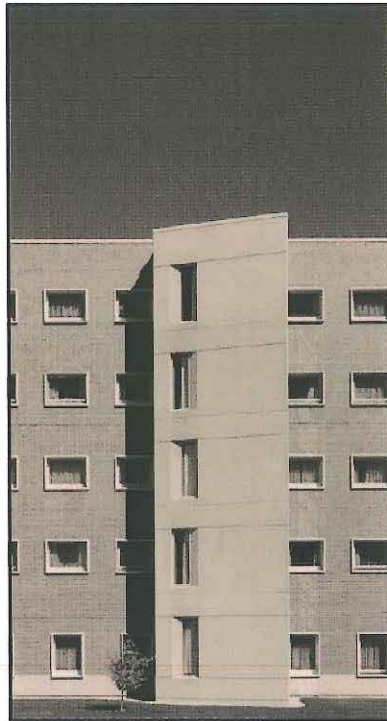


Cost Estimating in the Master Planning Process

UW - Whitewater Residence Life Master Planning Committee

Michael Gordon, Sr. Vice President

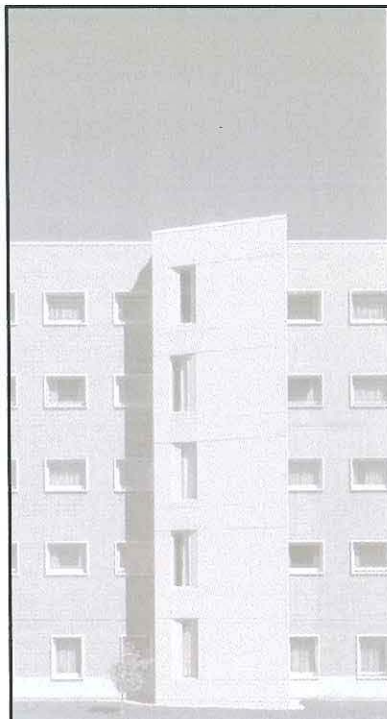
February 25, 2011



Cost Estimating in the Master Planning Process

Residence Life Master Planning Committee
UW - Whitewater

February 25, 2011
Michael Gordon, Sr. Vice President
Potter Lawson



Agenda

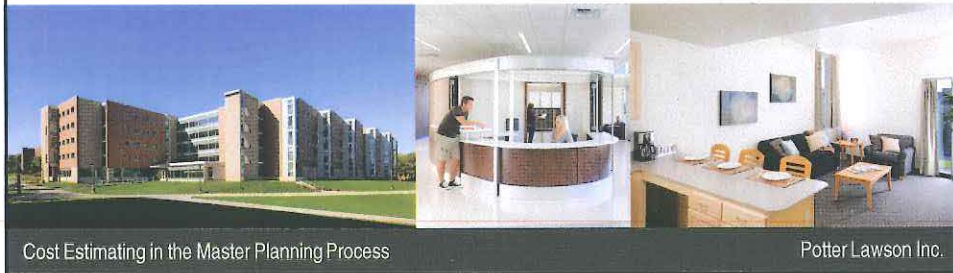
1. Why Upgrade Residence Halls?
2. Options for Improvements
3. New Building Examples
4. Additions and Remodeling Examples
5. Total Project Costs
6. Typical Unit Costs of Construction
7. Conceptual Design Case Study

DISCLAIMER:

*This is not a substitute for a specific
design cost estimate!*

Why Upgrade Residence Halls?

- Impact on college selection
- Parents prefer students to live on campus
- Offer students choices for on-campus living
- Protect capital investment



Benefits of Living On Campus

- Better grades and retention rate
- Better rate of attaining degree
- Foster affiliation and loyalty to the university as a whole
- Better psychosocial development



Options to Improving Residence Halls Environment

- New buildings
- Additions
- Significant remodeling
- Partial remodeling
- Maintenance of physical plan
- Accessibility
- Energy Conservation
- Furniture and equipment

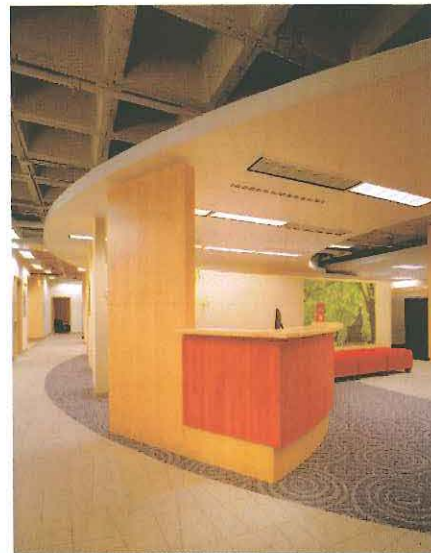


Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Popular Upgrades to Existing Buildings

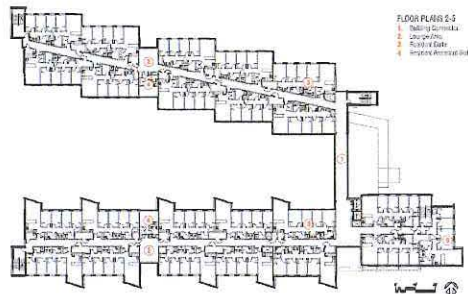
- Bathrooms
- Life safety
- Accessibility
- HVAC – individual room controls
- Themed learning communities
- Common spaces
 - Classrooms
 - Kitchens
 - Lounges
 - Computer labs
 - Study rooms
 - Project rooms



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

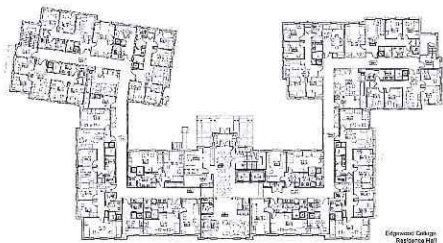
New Buildings: *Starin Hall at UW-Whitewater*



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

New Buildings: *Dominican Hall at Edgewood College*



Second Floor Plan

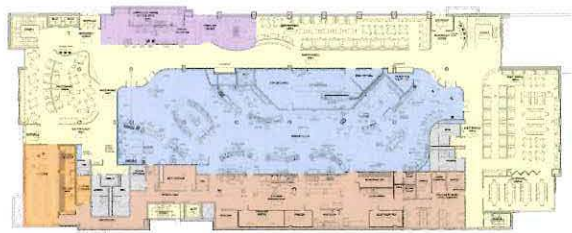
Edgewood College
Dominican Hall
Potter Lawson
November 2008
200-270-
1000-1010



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

New Buildings: *University of Wisconsin - Madison, Gordon Commons*



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

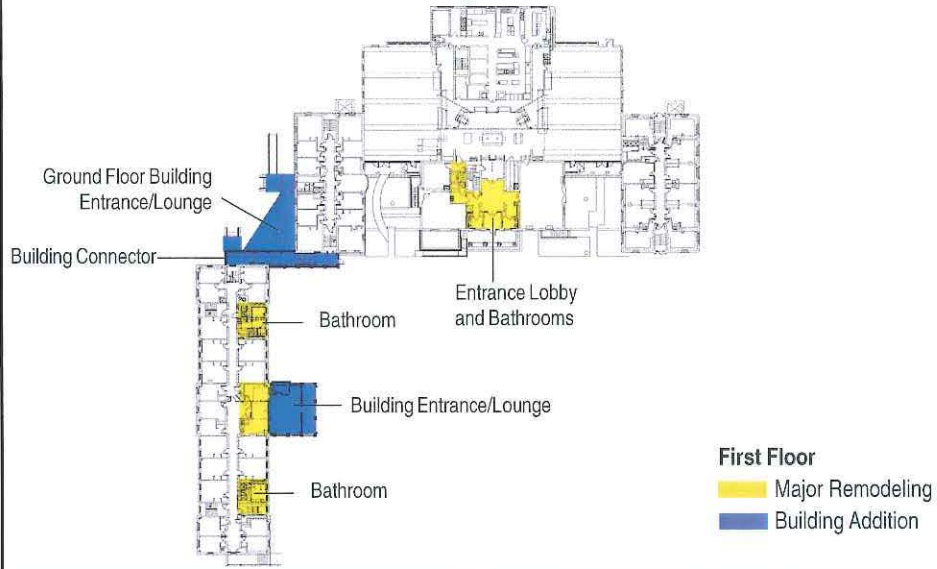
Beloit College Campus



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

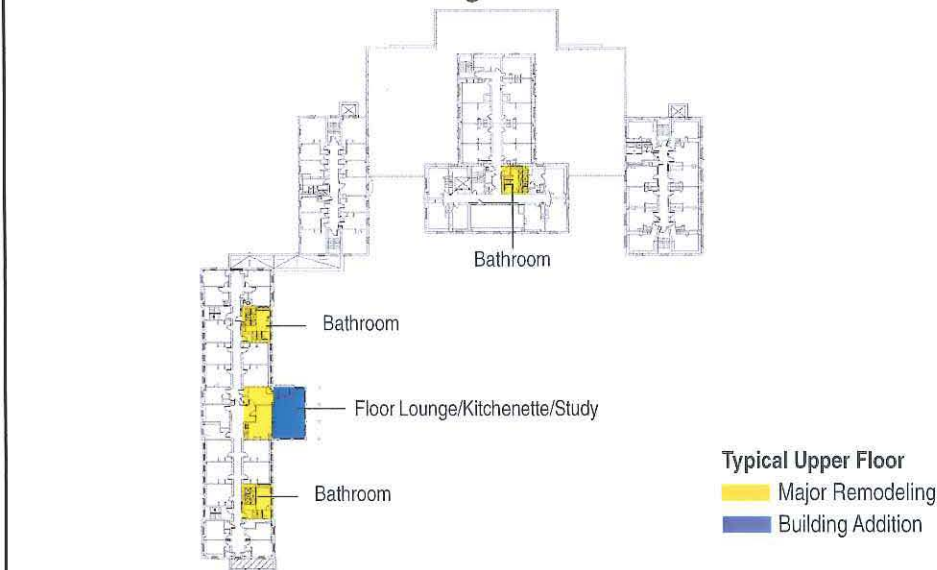
Additions and Remodeling: *Beloit College Residence Halls*



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling: *Beloit College Residence Halls*



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling: *Beloit College Residence Halls*



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Total Project Costs:

- Construction costs
- Hazardous material abatement
- Consultant fees, reimbursable costs
- DSF management fee
- Construction contingency
- Furniture
- Special equipment and systems
- Percent for art



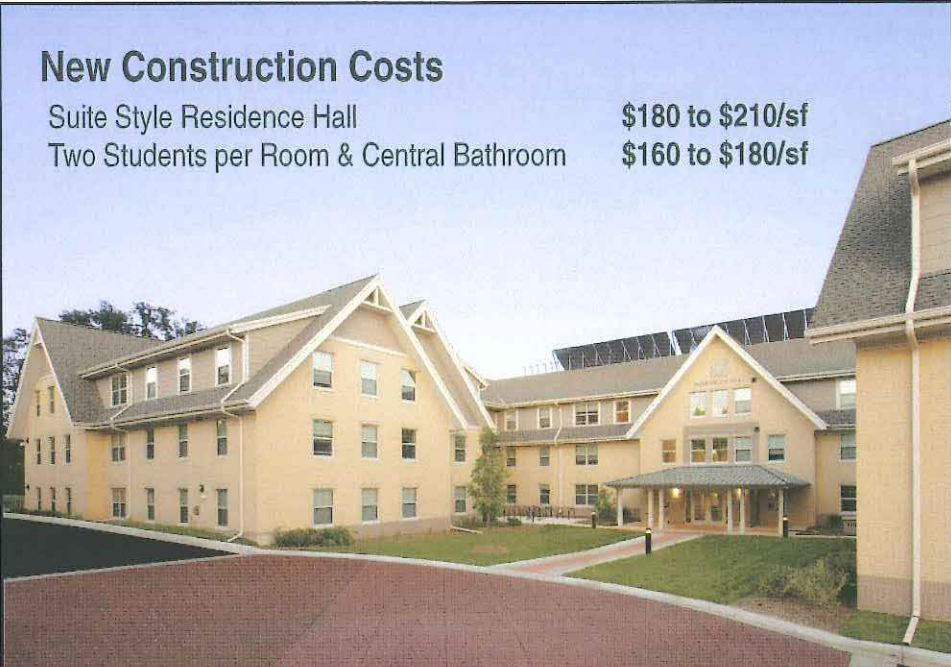
**Total Project Costs = CC + 20% - 25%
+ Inflation**

Cost Estimating in the Master Planning Process

Potter Lawson Inc.

New Construction Costs

Suite Style Residence Hall	\$180 to \$210/sf
Two Students per Room & Central Bathroom	\$160 to \$180/sf



Cost Estimating in the Master Planning Process Potter Lawson Inc.

General Remodeling Costs

1. Major reconfiguration: Full floors with bathrooms	\$100 to \$120/sf
2. Major reconfiguration: Full floors, no bathrooms	\$50 to \$60/sf
3. Minor reconfiguration (low tech spaces)	\$30 to \$40/sf
4. Minor reconfiguration (more HVAC and plumbing)	\$40 to \$80/sf
5. Replace doors to student rooms	\$500 to \$700/door
6. Replace exterior entrance doors	\$1,800 to \$2,000/pair

Cost Estimating in the Master Planning Process Potter Lawson Inc.

General Remodeling Costs: *Accessibility Upgrades*

- | | |
|---|------------------------------------|
| 1. Access to entrances above grade:
<i>Exterior ramp, lobby addition</i> | \$175,000 to \$200,000 each |
| 2. Elevator addition (no emergency generator) | \$65,000 to \$75,000/floor |
| 3. Add emergency generator to elevator | \$75,000 to \$100,000 each |

Cost Estimating in the Master Planning Process

Potter Lawson Inc.

General Remodeling Costs: *Bathroom Upgrades*

- | | |
|--|--------------------------------|
| 1. Replace central bathroom equipment and finishes
within existing boundaries | \$40 to \$60/sf |
| 2. Recreate central bathrooms in new location in
existing building | \$180 to \$220/sf |
| 3. Add central bathrooms as building addition | \$160 to \$200/sf |
| 4. Replace plumbing fixtures | \$1,000 to \$1,500/each |
| 5. Replace entire building plumbing system | \$9 to \$12/sf |

Cost Estimating in the Master Planning Process

Potter Lawson Inc.

General Remodeling Costs: *Fire Protection + HVAC Upgrades*

Fire Protection

Add sprinkler system (entire building) **\$3 to \$4/sf**

HVAC

- | | |
|--|----------------------------------|
| 1. Replace system in entire building with heating only, individual room control | \$16 to \$20/sf |
| 2. Replace system in entire building with heating and cooling, individual room control | \$22 to \$25/sf |
| 3. Add air conditioning to limited common areas | \$10,000 to \$13,000 |
| 4. Energy dashboard on each wing of each floor | \$10,000 to \$13,000/each |

General Remodeling Costs: *Electrical System Upgrades*

- | | |
|---|------------------------------------|
| 1. Add outlets and circuits to resident rooms | \$1,000 to \$1,250/resident |
| 2. Replace lighting in corridors, other public spaces | \$4 to \$5/sf |
| 3. Replace lighting in student rooms | \$400 to \$500/fixture |
| 4. Replace fire alarm system | \$3 to \$3.50/sf |

General Remodeling Costs: *Telecommunication Upgrades*

- 1. Add one data outlet per student **\$400 to \$500/resident**
- 2. Add wireless data system **\$2,500 to \$3,000/wing**



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Building Enclosure Improvements

- 1. Replace roofing (EPDM fully adhered) **\$5 to \$6/sf**
- 2. Replace windows **\$65 to \$75/sf**



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison

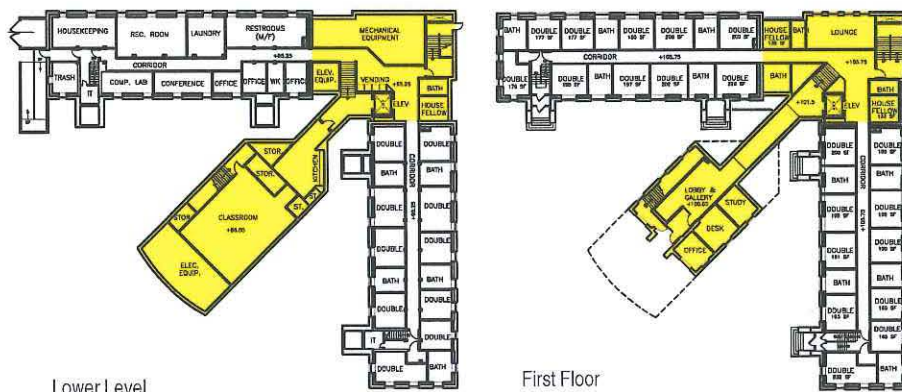


Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison



Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison

Estimated Construction Costs	Total	Remodel	Addition
General Conditions	\$483,000	\$337,000	\$146,000
Selective Demolition	182,000	182,000	0
Sitework	243,000	0	243,000
Building Foundation	1,141,000	0	1,141,000
Building Enclosure	902,000	328,000	574,000
Roof Replacement	55,000	55,000	0
Interior Buildout	608,000	424,000	184,000
Specialties & Equipment	248,000	75,000	173,000
Plumbing	370,000	258,000	112,000
HW Solar Panels	60,000	42,000	18,000
Fire Protection	150,000	105,000	45,000
HVAC	757,000	528,000	229,000
Electrical & Telecom	1,029,000	718,000	311,000
Abatement	200,000	200,000	0
Contractor Fee	249,000	174,000	75,000
Estimating Contingency	925,000	646,000	279,000
Design Contingency	370,000	258,000	112,000
Totals	\$7,972,000	\$4,330,000	\$3,642,000
		54%	46%
	\$170.71/sf	\$132.82/sf	\$258.30

Cost Estimating in the Master Planning Process

Potter Lawson Inc.

Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison

Estimated Other Costs	Total	Remodel	Addition
Project Contingency	\$560,000	\$391,000	\$169,000
A/E Services	640,000	447,000	193,000
LEED	20,000	14,000	6,000
Cx	100,000	70,000	30,000
EIS	40,000	28,000	12,000
Haz Mat	25,000	25,000	0
Misc	20,000	14,000	6,000
DSF	340,000	237,000	103,000
Move Equipment	300,000	209,000	91,000
Special Equip	100,000	70,000	30,000
Percent for Art	20,000	14,000	6,000
Totals	\$2,165,000	\$1,519,000	\$646,000
		70%	30%
	\$46.36/sf	\$46.60/sf	\$45.82/sf

Cost Estimating in the Master Planning Process

Potter Lawson Inc.

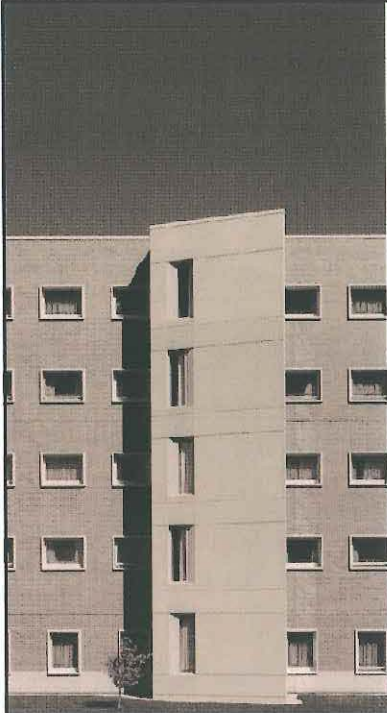
Additions and Remodeling:

Case Study: Short Course Dorms at UW Madison

Estimated Total Project Costs	Total	Remodel	Addition
Total Estimate of Project Costs	\$10,137,000	\$5,849,000	\$4,288,000
2010 Cost Index		58%	42%
	\$217.07/sf	\$179.42/sf	\$304.11/sf
Bid Project in 2011 (Add 2%):	\$10,340,000		
Bid Project in 2012 (Add 5%):	\$10,754,000		
Bid Project in 2013 (Add 5%):	\$11,184,000		
Bid Project in 2014 (Add 5%):	\$11,631,000		

Cost Estimating in the Master Planning Process

Potter Lawson Inc.



Cost Estimating

in the Master Planning Process

Residence Life Master Planning Committee
UW - Whitewater

February 25, 2011
Michael Gordon, Sr. Vice President
Potter Lawson

Pre-Planning Report



Wells Hall

University of Wisconsin – Whitewater
Whitewater, Wisconsin

December 2011
DSF Project No. 11 C 3 B
Potter Lawson Project No. 2011.11.00

EXECUTIVE SUMMARY

BACKGROUND

The University of Wisconsin – Whitewater Office of Residence Life (ORL) is in the process of updating its master plan. There are 16 residential facilities on the UW – Whitewater campus, the oldest of which was constructed in 1962. The intent of the master planning process has been to address all facilities: how to update them to maintain the physical plant, and how to modify them to meet changing student and campus needs.

One of the most challenging issues to be faced by the ORL in the master plan process has been Wells Hall. It is a ten-story building, consisting of two floor levels of building commons spaces topped by two towers of eight residence floors. Wells Hall is 44 years old and well maintained, but much of the mechanical infrastructure is at the end of its useful life, windows are worn out, and the building has never been significantly remodeled. The residence floor plans are typical for the time of construction: long corridors with double occupancy student rooms on each side of the corridor and a central core with toilet and bathing facilities and a lounge serving the entire floor.

Wells Hall currently houses about 1200 students. Changes to this building could affect the residential life experience of a significant percentage of UW – Whitewater students.

PROCESS AND CONTENT

The purpose of this pre-planning study was to review options for upgrading and transforming Wells Hall so that it may meet the long term needs of the University. The information in this report is intended to inform decision-making by the University as they contemplate the future of Wells Hall in the context of anticipated campus housing needs.

The Design Team met with a Wells Hall Study Committee several times to review program options, a facility assessment review and planning options. The Study Committee consisted of staff from the Office of Residence Life, UW Systems Architect, and the Division of State Facilities Project Manager. The Design Team included Potter Lawson (architecture and electrical engineering) and KJWW (plumbing, fire protection and HVAC). The report is intended to summarize the consensus of the Study Committee.

The report includes a section describing planning options and a facility review section that records the assessment of the existing building's condition. To compare and integrate new residence halls into the implementation schedule, programming for new building options were added. Estimated costs are provided for facility review recommendations, functional remodeling, additions to the existing building and new residence halls. Considered together, these sections provide ideas and information for the Campus to visualize options and to make master plan decisions for upgrading Wells Hall and the role of potential new residential facilities to enhance the student living environment.

SUMMARY OF FINDINGS

The Planning Options section and Existing Facility Review section contain detailed observations about the condition of the existing building and the results of modifying the building to provide different living configurations. A summary of the findings follows:

Findings – Existing Facility Review

1. Wells Hall has been well maintained, but several components and systems are at the end of their useful life.
2. There have been a number of recent updates that have extended the useful lives of the building systems, including adding an automatic fire protection system, replacing the fire alarm system, emergency generator and plumbing fixtures, and upgrading elevators and finishes.
3. The layout of residence floors are typical of those designed in that time period: double occupancy student rooms (170 sf), narrow corridors, central shared bathrooms.
4. Many barriers to universal access exist.
5. The configuration of the outside wall section integrated the heating system, but the walls are only partially insulated.
6. The structural system restricts planning options. There are interior shear walls and large (1' by 4') concrete columns separating student rooms.

Findings – Planning Options

1. Due to physical constraints, planning options are limited.
2. Replacing the heating system with heating and cooling will reduce student rooms to 160 sf. The goal of the ORL was to have 200 sf double occupied rooms.
3. Three remodeling options were developed with the Study Committee.
 - All maintain predominantly double occupancy student rooms.
 - All remove barriers to universal access to the extent achievable.
 - There is a range in the options of living arrangements, resident capacities, bathing fixture ratios and costs. The reduction in capacities of the renovated Wells Hall options ranges from losses of 18 to 306 beds.
4. Construction phasing and sequencing must be considered for each remodeling option as part of selecting a preferred option.
 - One remodeling option (A) may be accomplished without closing student rooms during the school year, but will necessitate a very compressed construction schedule, with the inherent risks if not completed on time.
 - Two remodeling options (B and C) will likely displace 300 to 600 students over two academic years.
5. The University stated the importance of avoiding the reduction of the total residence hall capacity, either during construction or after the renovation of Wells Hall. This may necessitate the construction of new facilities prior to the start of construction on Wells Hall.

In general, the standards for improvements sought by the Study Committee were to make changes considered necessary to significantly extend the life of the building's physical plant, improve the health and safety aspects, upgrade the accessibility and create a living/learning environment appropriate for 21st Century students.

SUMMARY OF PLANNING OPTIONS

Table 1 - Wells Hall Remodeling Options

REMODELING OPTION	BEDS	GSF	PROJECT COST ¹	SF/BED	\$/SF	\$/BED
Option A - Existing 2BR plus Accessibility	1,188	249,800	\$29,649,000	210	\$118.69	\$24,957
Option B - 2BR with Small Shared Bathrooms	972	249,800	\$35,493,000	257	\$142.09	\$36,515
Option C - 2BR with Shared Private Bathrooms	900	249,800	\$40,396,000	278	\$161.71	\$44,884

Table 2 - New Building Options

NEW BUILDING OPTION	BEDS	GSF	PROJECT COST ¹	SF/BED	\$/SF	\$/BED
Option 1 Doubles - Shared Bath	400	124,500	\$24,451,000	311	\$196.39	\$61,128
Option 2 Doubles - Shared Bath	600	186,600	\$35,482,000	311	\$190.15	\$59,137
Option 3 5 Doubles Per Bath	400	122,600	\$23,345,000	307	\$190.42	\$58,363
Option 4 5 Doubles Per Bath	600	184,200	\$33,948,000	307	\$184.30	\$56,580

1 – Project Cost in 2011 dollars

Although the project costs listed in the preceding Summary of Planning Options are indexed to 2011, the costs for future implementation can be estimated by using the cost estimates at the end of Part One in conjunction with the Project Phasing Scenarios. For instance, if it is desired to have a new residence hall available in 2017 and begin construction on the remodeling of Wells Hall the same year, total project costs for bidding the new building in 2015 and bidding the Wells Hall project in 2016 should be considered.

This report does not assess the presence or removal of hazardous materials. In the course of remodeling it is possible that hazardous materials will be disturbed. An abatement consultant should provide recommended actions and cost estimates for the existing building. Allowances for abatement were provided by the DSF based on similar projects.

The intent of this report is to provide information to the UW – Whitewater Residential Life Master Plan Committee so they can update and modify the master plan for student housing. After the implementation schedule of the components of the housing master plan is determined, and prior to submitting capital budget requests, the scope of the project(s) to be implemented should be verified and more accurate cost estimates prepared. The purpose of the cost estimates in this report was to identify the general order of magnitude of project costs so that options could be compared by the Residential Life Master Plan Committee.

MASTER PLAN I

Print Date: February 7, 2012 UWW PRO FORMA BUDGET

Assumptions and Footnotes

a Inflation

REVENUE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Segregated Fees 9000 fte											
Merchandise Sales	44,448 16.43%	51,750 2.00%	52,240 2.00%	53,285 2.00%	54,350 2.00%	55,438 2.00%	56,546 2.00%	57,677 2.00%	58,831 2.00%	60,007 2.00%	61,207 2.00%
User Charges	12,790,915 5.12%	13,445,943 6.11%	14,267,565 2.68%	14,650,000 4.37%	15,290,000 3.45%	15,817,000 5.01%	16,610,000 3.50%	17,191,000 3.50%	17,793,000 4.00%	18,505,000 4.50%	19,338,000 5.00%
Interest Earnings	11,524 -34.92%	7,500 2.00%	7,500 2.00%	7,650 2.00%	7,803 2.00%	7,959 2.00%	8,118 2.00%	8,281 2.00%	8,446 2.00%	8,615 2.00%	8,787 2.00%
Other Receipts	715,287 -12.43%	626,357 2.00%	646,273 2.00%	659,198 2.00%	672,382 2.00%	685,830 2.00%	699,547 2.00%	713,538 2.00%	727,808 2.00%	742,365 2.00%	757,212 2.00%
Advance Deposits	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	13,562,174 4.20%	14,131,550 5.96%	14,973,578 2.65%	15,370,133 4.26%	16,024,536 3.38%	16,566,227 4.88%	17,374,211 3.43%	17,970,495 3.44%	18,588,085 3.92%	19,315,987 4.40%	20,165,207 4.88%
EXPENDITURES											
Salaries	3,115,605 13.02%	3,521,217 2.00%	3,506,510 2.00%	3,617,440 2.00%	3,689,789 2.00%	3,834,985 2.00%	4,013,684 2.00%	4,093,958 2.00%	4,124,837 2.00%	4,207,334 2.00%	4,342,481 2.00%
Fringe Benefits	1,130,094 8.35%	1,224,454 2.00%	1,122,486 2.00%	1,164,520 2.00%	1,187,810 2.00%	1,243,696 2.00%	1,312,940 2.00%	1,339,199 2.00%	1,343,033 2.00%	1,369,894 2.00%	1,420,242 2.00%
Service and Supplies	3,872,795 26.60%	4,902,867 -6.77%	4,571,175 1.08%	4,620,455 0.66%	4,651,126 -7.02%	4,324,515 3.64%	4,481,915 2.01%	4,572,064 10.87%	5,068,933 3.94%	5,268,863 -5.72%	4,967,671 0.31%
Off Campus	978,200	1,562,950	1,407,690	1,435,844	1,435,844	732,280					
Special Purpose *	207,499	234,773	-	110,000	110,000	410,000	110,000	110,000	120,000	120,000	120,000
Sales credits	-	-	-	-	-	-	-	-	-	-	-
Debt Service *	2,283,359 46.31%	3,340,798 9.87%	3,670,557 10.19%	4,044,745 12.26%	4,540,505 23.68%	5,615,862 25.74%	7,061,390 -1.10%	6,983,629 5.84%	7,391,124 8.03%	7,984,879 11.98%	8,941,130 11.70%
Capital Projects *	102,114 373.50%	483,511 -71.25%	139,011 -32.37%	94,011 16.60%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%
TOTAL EXPENDITURES	10,711,466 37.10%	14,685,820 -0.77%	14,572,689 3.34%	15,058,861 4.42%	15,724,690 3.47%	16,270,955 5.03%	17,089,547 0.70%	17,208,467 5.52%	18,157,544 4.97%	19,060,587 4.41%	19,901,140 6.65%
OPERATING INCOME (LOSS)	2,850,708 -119.44%	(554,270) -172.33%	400,889 -22.35%	311,273 -3.67%	299,846 -1.53%	295,271 -3.59%	284,664 167.69%	762,029 -43.50%	430,541 -40.68%	255,400 3.39%	264,067 -128.57%
Transfers	181,828	(367,622)	(367,622)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
NET INCOME (LOSS)	3,032,535 -130.40%	(921,891) -109.61%	33,267 6.03%	35,273 -32.40%	23,846 -19.18%	19,271 -55.04%	8,664 5509.72%	486,029 -68.20%	154,541 -113.33%	(20,600) -42.07%	(11,933) 2844.97%
Reserve Balance	4,027,019 -22.89%	3,105,128 1.07%	3,138,395 1.12%	3,173,668 0.75%	3,197,513 0.60%	3,216,784 0.27%	3,225,448 15.07%	3,711,477 4.16%	3,866,018 -0.53%	3,845,417 -0.31%	3,833,484 -9.17%
Budgeted Reserve Targets	4,027,019	3,105,128	3,138,395	3,173,668	3,197,513	3,216,784	3,225,448	3,711,477	3,866,018	3,845,417	3,833,484
SPECIAL PURPOSE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Cash towards projects											
A/E charges/garage		234,773	-	-	-	300,000	-	-	-	-	-
Ntwrk Upgrade		-	-	110,000	110,000	110,000	110,000	110,000	120,000	120,000	120,000
TOTAL SPECIAL PURPOSE	-	234,773	-	110,000	110,000	410,000	110,000	110,000	120,000	120,000	120,000
CAPITAL EXPENDITURES	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Copiers-ongoing	6,000	8,000	23,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
MIS-ongoing	17,400	12,000	-	-	-	-	-	-	-	-	-
Cable TV-ongoing	20,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Administration (WEI/Roofs)-ongoing	66,011	396,211	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011
Capital projects	278,000	-	-	-	-	-	-	-	-	-	-
Facilities-FY07	19,827	17,300	-	-	15,606	15,606	15,606	15,606	15,606	15,606	15,606
TOTAL CAPITAL EXPENDITURES	102,114	483,511	139,011	94,011	109,617	109,617	109,617	109,617	109,617	109,617	109,617
DEBT SERVICE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Current Debt	2,283,359	3,340,798	3,349,557	3,362,745	3,367,460	3,331,947	3,331,218	3,253,457	3,260,952	3,258,105	3,262,626
Fischer Renovation			321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000
Wellers Renovation			-	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000
Bigelow Renovation			-	-	491,045	491,045	491,045	491,045	491,045	491,045	458,093
Benson Renovation			-	-	491,045	491,045	491,045	491,045	491,045	491,045	491,045
New Residence Hall			-	-	-	619,825	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082
Fricker Renovation			-	-	-	-	-	-	400,000	596,602	596,602
Clem Revovation			-	-	-	-	-	-	-	400,000	596,602
New Residence Hall			-	-	-	-	-	-	-	-	788,080
Lee Renovation			-	-	-	-	-	-	-	-	-
Arey Renovation			-	-	-	-	-	-	-	-	-
New Residence Hall			-	-	-	-	-	-	-	-	-
Tutt Renovation			-	-	-	-	-	-	-	-	-
Knilians Renovation			-	-	-	-	-	-	-	-	-
New Residence Hall			-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	2,283,359	3,340,798	3,670,557	4,044,745	4,540,505	5,615,862	7,061,390	6,983,629	7,391,124	7,984,879	8,941,130
		<i>Fischer Off campus 300</i>	<i>Wellers Off campus 454</i>	<i>Bigelow Off campus 400</i>	<i>Benson Off campus 400</i>	<i>Break Off campus 200</i>	<i>New Hall</i>	<i>Break</i>	<i>Fricker</i>	<i>Clem</i>	<i>Break</i>

MASTER PLAN I

Print Date: February 7, 2012

REVENUE	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Segregated Fees 9000 fte										
Merchandise Sales	62,432	63,680	64,954	66,253	67,578	68,930	70,308	71,714	73,149	74,612
User Charges	20,305,000	21,219,000	22,280,000	23,450,000	24,857,000	26,348,000	27,270,000	28,224,000	29,212,000	30,234,000
Interest Earnings	8,963	9,142	9,325	9,512	9,702	9,896	10,094	10,296	10,502	10,712
Other Receipts	772,356	787,803	803,559	819,630	836,023	852,743	869,798	887,194	904,938	923,037
Advance Deposits										
TOTAL REVENUE	21,148,751	21,911,046	23,157,838	24,345,395	25,770,303	27,279,569	28,220,201	29,193,205	30,200,589	31,242,360
EXPENDITURES										
Salaries	4,531,330	4,621,957	4,663,396	4,756,664	4,902,797	5,102,853	5,204,910	5,258,009	5,363,169	5,623,432
Fringe Benefits	1,493,016	1,522,877	1,530,384	1,560,992	1,615,162	1,691,835	1,725,672	1,737,235	1,771,980	1,874,739
Service and Supplies Off Campus	4,982,874	5,113,132	5,665,637	5,769,452	5,444,096	5,550,938	5,661,957	6,293,642	6,427,305	6,029,615
Special Purpose *	120,000	120,000	120,000	120,000	254,200	620,200	264,200	264,200	276,400	276,400
Sales credits										
Debt Service *	9,987,346	10,015,082	10,572,390	11,266,209	12,910,330	14,867,618	14,770,819	15,333,917	16,087,465	17,005,126
Capital Projects *	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
TOTAL EXPENDITURES	21,224,184	21,502,664	22,661,424	23,582,933	25,236,202	27,943,062	27,737,175	28,996,619	30,035,936	30,918,929
OPERATING INCOME (LOSS)	(75,433)	408,382	496,414	762,462	534,101	(663,492)	483,025	196,586	164,653	323,431
Transfers	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
NET INCOME (LOSS)	(351,433)	132,382	220,414	486,462	258,101	(939,492)	207,025	(79,414)	(111,347)	47,431
Reserve Balance	3,482,051	3,614,433	3,834,847	4,321,309	4,579,410	3,639,918	3,846,943	3,767,529	3,656,182	3,703,613
Budgeted Reserve Targets	3,482,051	3,614,433	3,834,847	4,321,309	4,579,410	3,639,918	3,846,943	3,767,529	3,656,182	3,703,613
SPECIAL PURPOSE										
Cash towards projects										
A/E charges/garage										
Ntwrk Upgrade	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
TOTAL SPECIAL PURPOSE	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
CAPITAL EXPENDITURES										
Copiers-ongoing	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
MIS-ongoing										
Cable TV-ongoing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Administration (WEI/Roofs)-ongoing	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011
Capital projects										
Facilities--FY07	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606
TOTAL CAPITAL EXPENDITURES	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
DEBT SERVICE										
Current Debt	3,126,722	3,154,458	3,161,766	3,169,108	3,182,566	3,196,399	3,196,693	3,209,791	1,642,439	-
Fischer Renovation	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000
Wellers Renovation	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000
Bigelow Renovation	458,093	458,093	458,093	458,093	458,093	458,093	458,093	458,093	458,093	458,093
Benson Renovation	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045
New Residence Hall	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082
Fricker Renovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
Clem Revovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
New Residence Hall	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200
Lee Renovation	-	-	550,000	783,570	783,570	783,570	783,570	783,570	783,570	783,570
Arey Renovation	-	-	-	550,000	783,570	783,570	783,570	783,570	783,570	783,570
New Residence Hall	-	-	-	-	1,900,000	3,243,455	3,243,455	3,243,455	3,243,455	3,243,455
Tutt Renovation	-	-	-	-	-	-	-	550,000	742,500	742,500
Knilians Renovation	-	-	-	-	-	-	-	-	550,000	742,500
New Residence Hall	-	-	-	-	-	-	-	-	1,578,400	3,946,000
TOTAL DEBT SERVICE	9,987,346	10,015,082	10,572,390	11,266,209	12,910,330	14,867,618	14,770,819	15,333,917	16,087,465	17,005,126
	<i>New Hall</i>	<i>Break</i>	<i>Lee</i>	<i>Arey</i>	<i>Break</i>	<i>New Hall</i>	<i>Break</i>	<i>Tutt</i>	<i>Knilians</i>	<i>New Hall</i>

MASTER PLAN II

Print Date: February 7, 2012 UWW PRO FORMA BUDGET

Assumptions and Footnotes

a Inflation

	FY11		FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY21	
REVENUE																						
Segregated Fees																						
9000 fte																						
Merchandise Sales	44,448	16.43%	51,750	2.00%	52,240	2.00%	53,285	2.00%	54,350	2.00%	55,438	2.00%	56,546	2.00%	57,677	2.00%	58,831	2.00%	60,007	2.00%	61,207	2.00%
User Charges	12,790,915	5.12%	13,445,943	6.11%	14,267,565	4.00%	14,838,000	5.00%	15,580,000	5.25%	16,398,000	3.50%	16,972,000	3.50%	17,566,000	4.00%	18,269,000	4.50%	19,091,000	5.50%	20,141,000	4.75%
Interest Earnings	11,524	-34.92%	7,500	2.00%	7,500	2.00%	7,650	2.00%	7,803	2.00%	7,959	2.00%	8,118	2.00%	8,281	2.00%	8,446	2.00%	8,615	2.00%	8,787	2.00%
Other Receipts	715,287	-12.43%	626,357	2.00%	646,273	2.00%	659,198	2.00%	672,382	2.00%	685,830	2.00%	699,547	2.00%	713,538	2.00%	727,808	2.00%	742,365	2.00%	757,212	2.00%
Advance Deposits	-		-		-		-		-		-		-		-		-		-		-	
TOTAL REVENUE	13,562,174	4.20%	14,131,550	5.96%	14,973,578	3.90%	15,558,133	4.86%	16,314,536	5.10%	17,147,227	3.43%	17,736,211	3.44%	18,345,495	3.92%	19,064,085	4.40%	19,901,987	5.36%	20,968,207	4.64%
EXPENDITURES																						
Salaries	3,115,605	-13.02%	3,521,217	2.00%	3,506,510	2.00%	3,617,440	2.00%	3,689,789	2.00%	3,916,585	2.00%	4,045,916	2.00%	4,075,835	2.00%	4,157,352	2.00%	4,291,499	2.00%	4,479,329	2.00%
Fringe Benefits	1,130,094	8.35%	1,224,454	2.00%	1,122,486	2.00%	1,164,520	2.00%	1,187,810	2.00%	1,278,886	2.00%	1,281,514	2.00%	1,284,194	2.00%	1,309,878	2.00%	1,359,026	2.00%	1,430,576	2.00%
Service and Supplies	3,872,795	26.60%	4,902,867	-6.77%	4,571,175	1.08%	4,620,455	0.66%	4,651,126	-7.02%	4,324,515	3.64%	4,481,915	10.61%	4,957,602	2.69%	5,091,045	-4.20%	4,877,077	1.86%	4,967,988	0.31%
Off Campus			978,200		1,562,950		1,407,690		1,435,844													
Special Purpose *	207,499		234,773	2.00%	-	2.00%	110,000	2.00%	110,000	2.00%	410,000	2.00%	110,000	2.00%	110,000	2.00%	120,000	2.00%	120,000	2.00%	120,000	0.00%
Sales credits	-		-		-		-		-		-		-		-		-		-		-	
Debt Service *	2,283,359	46.31%	3,340,798	9.87%	3,670,557	10.19%	4,044,745	27.58%	5,160,330	36.85%	7,062,119	-0.01%	7,061,390	4.56%	7,383,629	8.18%	7,987,726	12.29%	8,969,561	11.35%	9,987,346	0.00%
Capital Projects *	102,114	373.50%	483,511	-71.25%	139,011	-32.37%	94,011	16.60%	109,617	0.00%	109,617	0.00%	109,617	0.00%	109,617	0.00%	109,617	0.00%	109,617	0.00%	109,617	0.00%
TOTAL EXPENDITURES	10,711,466	37.10%	14,685,820	-0.77%	14,572,689	3.34%	15,058,861	8.54%	16,344,515	4.63%	17,101,722	-0.07%	17,090,353	4.86%	17,920,877	4.77%	18,775,618	5.07%	19,726,779	6.94%	21,094,856	0.63%
OPERATING INCOME (LOSS)	2,850,708	-119.44%	(554,270)	-172.33%	400,889	24.54%	499,273	-106.00%	(29,979)	-251.79%	45,505	1319.33%	645,858	-34.26%	424,618	-32.06%	288,467	-39.26%	175,208	-172.28%	(126,649)	-563.36%
Transfers	181,828		(367,622)	0.00%	(367,622)	-24.92%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%	(276,000)	0.00%
NET INCOME (LOSS)	3,032,535	-130.40%	(921,891)	-103.61%	33,267	571.16%	223,273	-237.04%	(305,979)	-24.67%	(230,495)	-260.46%	369,858	-59.82%	148,618	-91.61%	12,467	-908.45%	(100,792)	299.48%	(402,649)	-208.65%
Reserve Balance	4,027,019	-22.89%	3,105,128	1.07%	3,138,395	7.11%	3,361,668	-9.10%	3,055,688	-7.54%	2,825,193	13.09%	3,195,051	4.65%	3,343,669	0.37%	3,356,137	-3.00%	3,255,344	-12.37%	2,852,696	15.34%
Budgeted Reserve Targets	4,027,019		3,105,128		3,138,395		3,361,668		3,055,688		2,825,193		3,195,051		3,343,669		3,356,137		3,255,344		2,852,696	
SPECIAL PURPOSE																						
Cash towards projects			-		-		-		-		-		-		-		-		-		-	
A/E charges/garage			234,773		-		-		-		300,000		-		-		-		-		-	
Ntwrk Upgrade			-		-		110,000		110,000		110,000		110,000		110,000		120,000		120,000		120,000	
TOTAL SPECIAL PURPOSE	-		234,773		-		110,000		110,000		410,000		110,000		110,000		120,000		120,000		120,000	
CAPITAL EXPENDITURES																						
Copiers-ongoing	6,000		8,000		23,000		8,000		8,000		8,000		8,000		8,000		8,000		8,000		8,000	
MIS-ongoing	17,400		12,000		-		-		-		-		-		-		-		-		-	
Cable TV-ongoing	20,000		50,000		50,000		20,000		20,000		20,000		20,000		20,000		20,000		20,000		20,000	
Administration (WEI/Roofs)-ongoing	66,011		396,211		66,011		66,011		66,011		66,011		66,011		66,011		66,011		66,011		66,011	
Capital projects	278,000		-		-		-		-		-		-		-		-		-		-	
Facilities-FY07	19,827		17,300		-		-		15,606		15,606		15,606		15,606		15,606		15,606		15,606	
TOTAL CAPITAL EXPENDITURES	102,114		483,511		139,011		94,011		109,617		109,617		109,617		109,617		109,617		109,617		109,617	
DEBT SERVICE																						
Current Debt	2,283,359		3,340,798		3,349,557		3,362,745		3,367,460		3,331,947		3,331,218		3,253,457		3,260,952		3,258,105		3,126,722	
Fischer Renovation			-		321,000		321,000		321,000		321,000		321,000		321,000		321,000		321,000		321,000	
Wellers Renovation			-		-		361,000		361,000		361,000		361,000		361,000		361,000		361,000		361,000	
Bigelow Renovation			-		-		-		-		-		-		-		-		-		-	
Benson Renovation			-		491,045		491,045		491,045		491,045		491,045		491,045		491,045		491,045		491,045	
New Residence Hall			-		-		-		-		-		-		-		-		-		-	
Fricker Renovation			-		619,825		2,066,082		2,066,082		2,066,082		2,066,082		2,066,082		2,066,082		2,066,082		2,066,082	
Clem Revovation			-		-		-		-		-		-		400,000		596,602		596,602		596,602	
New Residence Hall			-		-		-		-		-		-		-		400,000		596,602		596,602	
Lee Renovation			-		-		-		-		-		-		-		-		788,080		1,970,200	
Arey Renovation			-		-		-		-		-		-		-		-		-		-	
New Residence Hall			-		-		-		-		-		-		-		-		-		-	
Tutt Renovation			-		-		-		-		-		-		-		-		-		-	
Knilians Renovation			-		-		-		-		-		-		-		-		-		-	
New Residence Hall			-		-		-		-		-		-		-		-		-		-	
TOTAL DEBT SERVICE	2,283,359		3,340,798		3,670,557		4,044,745		5,160,330		7,062,119		7,061,390		7,383,629		7,987,726		8,969,561		9,987,346	
			<i>Fischer</i>		<i>Wellers</i>		<i>Bigelow</i>		<i>Benson</i>		<i>New Hall</i>		<i>Break</i>		<i>Fricker</i>		<i>Clem</i>		<i>Break</i>		<i>New Hall</i>	
			<i>Off campus 300</i>		<i>Off campus 454</i>		<i>Off campus 400</i>		<i>Off campus 400</i>													

MASTER PLAN II

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REVENUE	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Segregated Fees 9000 fte										
Merchandise Sales	62,432	63,680	64,954	66,253	67,578	68,930	70,308	71,714	73,149	74,612
User Charges	21,098,000	22,100,000	23,205,000	24,481,000	25,950,000	27,312,000	28,200,000	29,046,000	29,627,000	30,220,000
Interest Earnings	8,963	9,142	9,325	9,512	9,702	9,896	10,094	10,296	10,502	10,712
Other Receipts	772,356	787,803	803,559	819,630	836,023	852,743	869,798	887,194	904,938	923,037
Advance Deposits										
TOTAL REVENUE	21,941,751	22,792,046	24,082,838	25,376,395	26,863,303	28,243,569	29,150,201	30,015,205	30,615,589	31,228,360
EXPENDITURES										
Salaries	4,568,915	4,609,293	4,701,479	4,846,509	5,045,439	5,146,348	5,198,275	5,302,240	5,459,285	5,670,471
Fringe Benefits	1,459,188	1,465,422	1,494,730	1,547,575	1,622,896	1,655,354	1,665,511	1,698,821	1,755,748	1,835,233
Service and Supplies	4,983,198	5,565,744	5,704,281	5,298,062	5,444,824	5,551,680	6,181,159	6,312,573	5,912,588	6,030,840
Off Campus	-	-	-	-	-	-	-	-	-	-
Special Purpose *	120,000	120,000	120,000	120,000	254,200	620,200	264,200	264,200	276,400	276,400
Sales credits	-	-	-	-	-	-	-	-	-	-
Debt Service *	9,987,346	10,565,082	11,355,960	12,799,779	14,853,785	14,867,618	15,320,819	16,076,417	16,279,965	17,005,126
Capital Projects *	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
TOTAL EXPENDITURES	21,228,263	22,435,158	23,486,068	24,721,542	27,330,761	27,950,817	28,739,581	29,763,868	29,793,603	30,927,687
OPERATING INCOME (LOSS)	713,487	356,888	596,771	654,854	(467,457)	292,752	410,619	251,336	821,985	300,674
Transfers	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
NET INCOME (LOSS)	437,487	80,888	320,771	378,854	(743,457)	16,752	134,619	(24,664)	545,985	24,674
Reserve Balance	3,290,183	3,371,071	3,691,842	4,070,696	3,327,238	3,343,990	3,478,609	3,453,946	3,999,931	4,024,605
Budgeted Reserve Targets	3,290,183	3,371,071	3,691,842	4,070,696	3,327,238	3,343,990	3,478,609	3,453,946	3,999,931	4,024,605
SPECIAL PURPOSE										
Cash towards projects	-	-	-	-	-	-	-	-	-	-
A/E charges/garage	-	-	-	-	-	-	-	-	-	-
Ntwrk Upgrade	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
TOTAL SPECIAL PURPOSE	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
CAPITAL EXPENDITURES										
Copiers--ongoing	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
MIS--ongoing	-	-	-	-	-	-	-	-	-	-
Cable TV--ongoing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Administration (WEI/Roofs)--ongoing	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011
Capital projects	-	-	-	-	-	-	-	-	-	-
Facilities--FY07	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606
TOTAL CAPITAL EXPENDITURES	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
DEBT SERVICE										
Current Debt	3,126,722	3,154,458	3,161,766	3,169,108	3,182,566	3,196,399	3,196,693	3,209,791	1,642,439	-
Fischer Renovation	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000
Wellers Renovation	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000
Bigelow Renovation	458,093	458,093	458,093	361,000	458,093	458,093	361,000	361,000	361,000	361,000
Benson Renovation	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045
New Residence Hall	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082
Fricke Renovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
Clem Revovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
New Residence Hall	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200	1,970,200
Lee Renovation	-	550,000	-	783,570	783,570	783,570	783,570	783,570	783,570	783,570
Arey Renovation	-	-	550,000	783,570	783,570	783,570	783,570	783,570	783,570	783,570
New Residence Hall	-	-	-	1,300,000	3,243,455	3,243,455	3,243,455	3,243,455	3,243,455	3,243,455
Tutt Renovation	-	-	-	-	-	-	550,000	742,500	742,500	742,500
Knilians Renovation	-	-	-	-	-	-	-	550,000	742,500	742,500
New Residence Hall	-	-	-	-	-	-	-	-	1,578,400	3,946,000
TOTAL DEBT SERVICE	9,987,346	10,565,082	11,355,960	12,799,779	14,853,785	14,867,618	15,320,819	16,076,417	16,279,965	17,005,126
	Break	Lee	Arey	Break	New Hall	Break	Tutt	Knilians	Break	New Hall

MASTER PLAN III

Print Date: February 7, 2012 UWW PRO FORMA BUDGET

Assumptions and Footnotes

a Inflation

REVENUE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Segregated Fees 9000 fte	-	-	-	-	-	-	-	-	-	-	-
Merchandise Sales	44,448 16.43%	51,750 2.00%	52,240 2.00%	53,285 2.00%	54,350 2.00%	55,438 2.00%	56,546 2.00%	57,677 2.00%	58,831 2.00%	60,007 2.00%	61,207 2.00%
User Charges	12,790,915 5.12%	13,445,943 6.11%	14,267,565 4.50%	14,910,000 5.00%	15,656,000 6.00%	16,595,360 5.75%	17,550,000 5.50%	18,515,000 4.00%	19,256,000 4.50%	20,123,000 3.75%	20,878,000 3.00%
Interest Earnings	11,524 -34.92%	7,500 2.00%	7,500 2.00%	7,650 2.00%	7,803 2.00%	7,959 2.00%	8,118 2.00%	8,281 2.00%	8,446 2.00%	8,615 2.00%	8,787 2.00%
Other Receipts	715,287 -12.43%	626,357 2.00%	646,273 2.00%	659,198 2.00%	672,382 2.00%	685,830 2.00%	699,547 2.00%	713,538 2.00%	727,808 2.00%	742,365 2.00%	757,212 2.00%
Advance Deposits	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE	13,562,174 4.20%	14,131,550 5.98%	14,973,578 4.38%	15,630,133 4.86%	16,390,536 5.82%	17,344,587 5.59%	18,314,211 5.35%	19,294,495 3.92%	20,051,085 4.40%	20,933,987 3.68%	21,705,207 2.96%
EXPENDITURES											
Salaries	3,115,605 13.02%	3,521,217 2.00%	3,506,510 2.00%	3,617,440 2.00%	3,689,789 2.00%	3,916,585 2.00%	3,994,916 2.00%	4,176,815 2.00%	4,260,351 2.00%	4,294,558 2.00%	4,380,449 2.00%
Fringe Benefits	1,130,094 8.35%	1,224,454 2.00%	1,122,486 2.00%	1,164,520 2.00%	1,187,810 2.00%	1,278,886 2.00%	1,304,464 2.00%	1,374,923 2.00%	1,402,422 2.00%	1,407,520 2.00%	1,435,671 2.00%
Service and Supplies	3,872,795 26.60%	4,902,867 -6.77%	4,571,175 1.08%	4,620,455 0.66%	4,651,126 -7.02%	4,324,515 3.64%	4,481,915 2.01%	4,572,064 2.44%	4,683,395 12.03%	5,246,751 2.15%	5,359,458 -7.03%
Off Campus	-	978,200	1,562,950	1,407,690	1,435,844	-	-	-	-	-	-
Special Purpose *	207,499	234,773	-	110,000	110,000	410,000	110,000	110,000	120,000	120,000	120,000
Sales credits	-	-	-	-	-	-	-	-	-	-	-
Debt Service *	2,283,359 46.31%	3,340,798 9.87%	3,670,557 10.19%	4,044,745 27.58%	5,160,330 36.85%	7,062,119 8.77%	7,681,215 17.82%	9,049,711 0.08%	9,057,206 4.38%	9,454,359 4.57%	9,886,626 1.99%
Capital Projects *	102,114 373.50%	483,511 -71.25%	139,011 -32.37%	94,011 16.60%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%	109,617 0.00%
TOTAL EXPENDITURES	10,711,466 37.10%	14,685,820 -0.77%	14,572,689 3.34%	15,058,861 8.54%	16,344,515 4.63%	17,101,722 3.39%	17,682,128 9.68%	19,393,130 1.24%	19,632,991 5.09%	20,632,806 3.19%	21,291,820 0.05%
OPERATING INCOME (LOSS)	2,850,708 -119.44%	(554,270) -172.33%	400,889 42.50%	571,273 -91.94%	46,021 427.73%	242,865 160.26%	632,083 -115.60%	(98,634) -523.88%	418,095 -27.96%	301,181 37.26%	413,387 153.02%
Transfers	181,828	(367,622) 0.00%	(367,622) -24.92%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%	(276,000) 0.00%
NET INCOME (LOSS)	3,032,535 -130.40%	(921,891) -103.61%	33,267 787.59%	295,273 -177.89%	(229,979) -85.59%	(33,135) -1174.63%	356,083 -205.21%	(374,634) -137.93%	142,095 -82.28%	25,181 445.59%	137,387 460.43%
Reserve Balance	4,027,019 -22.89%	3,105,128 1.07%	3,138,395 9.41%	3,433,668 -6.70%	3,203,688 -1.03%	3,170,553 11.23%	3,526,636 -10.62%	3,152,002 4.51%	3,294,096 0.76%	3,319,278 4.14%	3,456,664 22.27%
<i>Budgeted Reserve Targets</i>	<i>4,027,019</i>	<i>3,105,128</i>	<i>3,138,395</i>	<i>3,433,668</i>	<i>3,203,688</i>	<i>3,170,553</i>	<i>3,526,636</i>	<i>3,152,002</i>	<i>3,294,096</i>	<i>3,319,278</i>	<i>3,456,664</i>
SPECIAL PURPOSE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Cash towards projects	-	-	-	-	-	-	-	-	-	-	-
A/E charges/garage	-	234,773	-	-	-	300,000	-	-	-	-	-
Ntwrk Upgrade	-	-	-	110,000	110,000	110,000	110,000	110,000	120,000	120,000	120,000
TOTAL SPECIAL PURPOSE	-	234,773	-	110,000	110,000	410,000	110,000	110,000	120,000	120,000	120,000
CAPITAL EXPENDITURES	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Copiers--ongoing	6,000	8,000	23,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
MIS--ongoing	17,400	12,000	-	-	-	-	-	-	-	-	-
Cable TV--ongoing	20,000	50,000	50,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Administration (WEI/Roofs)--ongoing	66,011	396,211	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011
Capital projects	278,000	-	-	-	-	-	-	-	-	-	-
Facilities--FY07	19,827	17,300	-	-	15,606	15,606	15,606	15,606	15,606	15,606	15,606
TOTAL CAPITAL EXPENDITURES	102,114	483,511	139,011	94,011	109,617	109,617	109,617	109,617	109,617	109,617	109,617
DEBT SERVICE	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Current Debt	2,283,359	3,340,798	3,349,557	3,362,745	3,367,460	3,331,947	3,331,218	3,253,457	3,260,952	3,258,105	3,126,722
Fischer Renovation	-	-	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000
Wellers Renovation	-	-	-	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000
Bigelow Renovation	-	-	-	-	491,045	491,045	491,045	491,045	491,045	491,045	458,093
Benson Renovation	-	-	-	-	491,045	491,045	491,045	491,045	491,045	491,045	491,045
New Residence Hall	-	-	-	-	619,825	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082
New Residence Hall	-	-	-	-	-	619,825	619,825	2,066,082	2,066,082	2,066,082	2,066,082
Fricker Renovation	-	-	-	-	-	-	-	-	-	400,000	596,602
Clem Revovation	-	-	-	-	-	-	-	-	-	-	400,000
Lee Renovation	-	-	-	-	-	-	-	-	-	-	-
Arey Renovation	-	-	-	-	-	-	-	-	-	-	-
New Residence Hall	-	-	-	-	-	-	-	-	-	-	-
Tutt Renovation	-	-	-	-	-	-	-	-	-	-	-
Knilians Renovation	-	-	-	-	-	-	-	-	-	-	-
New Residence Hall	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	2,283,359	3,340,798	3,670,557	4,044,745	5,160,330	7,062,119	7,681,215	9,049,711	9,057,206	9,454,359	9,886,626
		<i>Fischer Off campus 300</i>	<i>Wellers Off campus 454</i>	<i>Bigelow Off campus 400</i>	<i>Benson Off campus 400</i>	<i>New Hall</i>	<i>Break</i>	<i>New Hall</i>	<i>Break</i>	<i>Fricker</i>	<i>Clem</i>

MASTER PLAN III

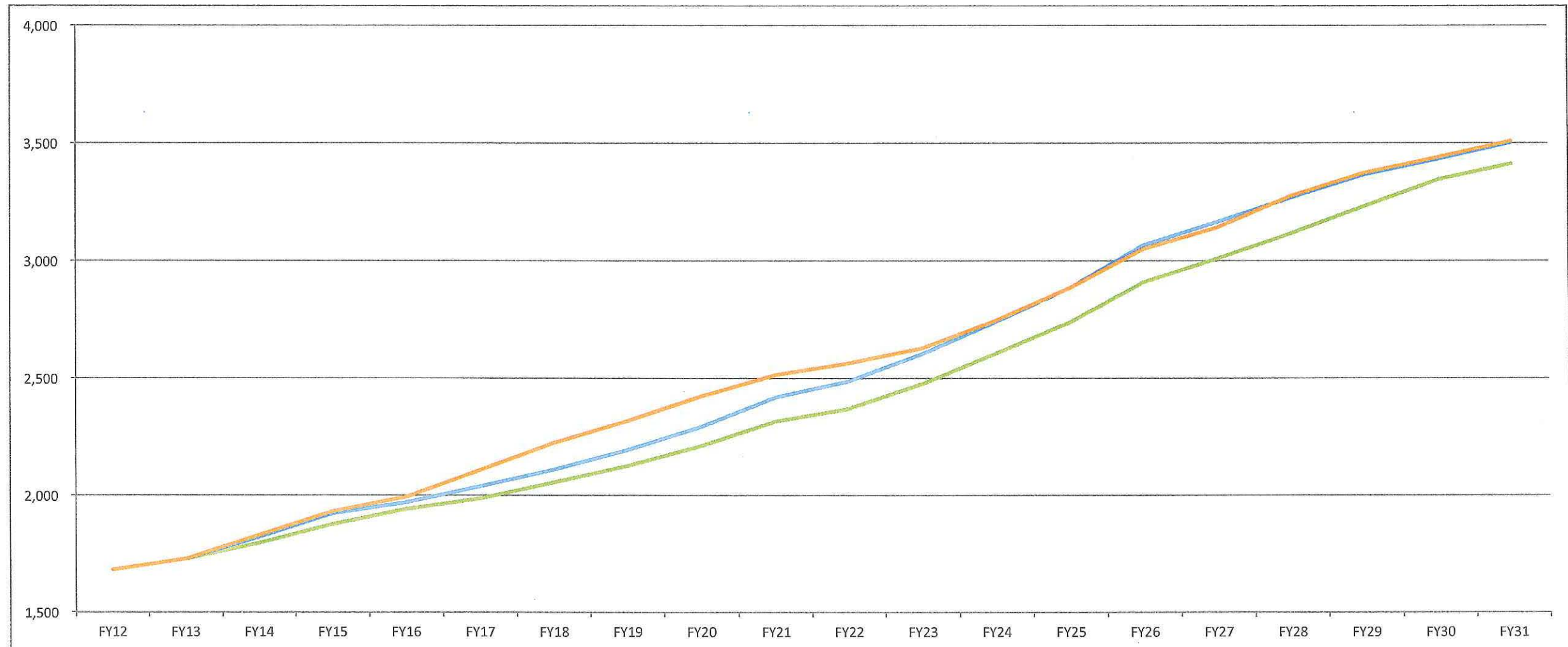
Print Date: February 7, 2012

REVENUE	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Segregated Fees										
9000 fte										
Merchandise Sales	62,432	63,680	64,954	66,253	67,578	68,930	70,308	71,714	73,149	74,612
User Charges	21,504,000	22,257,000	23,259,000	24,422,000	25,765,000	27,053,000	28,203,000	29,049,000	29,630,000	30,297,000
Interest Earnings	8,963	9,142	9,325	9,512	9,702	9,896	10,094	10,296	10,502	10,712
Other Receipts	772,356	787,803	803,559	819,630	836,023	852,743	869,798	887,194	904,938	923,037
Advance Deposits										
TOTAL REVENUE	22,347,751	22,949,046	24,136,838	25,317,395	26,678,303	27,984,569	29,153,201	30,018,205	30,618,589	31,305,360
EXPENDITURES										
Salaries	4,519,058	4,558,439	4,649,608	4,793,600	4,991,472	5,091,302	5,142,128	5,295,970	5,452,890	5,663,948
Fringe Benefits	1,487,334	1,494,131	1,524,013	1,577,444	1,653,362	1,686,430	1,697,208	1,754,102	1,812,135	1,892,747
Service and Supplies	4,982,557	5,565,090	5,703,614	5,297,382	5,444,130	5,550,972	6,180,437	6,311,837	5,911,837	6,030,074
Off Campus	-	-	-	-	-	-	-	-	-	-
Special Purpose *	120,000	120,000	120,000	120,000	254,200	620,200	264,200	264,200	276,400	276,400
Sales credits	-	-	-	-	-	-	-	-	-	-
Debt Service *	10,083,228	10,660,964	11,451,842	12,895,661	14,949,667	14,963,500	15,416,701	16,172,299	16,375,847	17,101,008
Capital Projects *	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
TOTAL EXPENDITURES	21,301,794	22,508,241	23,558,695	24,793,704	27,402,449	28,022,021	28,810,292	29,908,025	29,938,726	31,073,794
OPERATING INCOME (LOSS)	1,045,957	440,805	578,143	523,691	(724,145)	(37,452)	342,909	110,179	679,863	231,566
Transfers	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)	(276,000)
NET INCOME (LOSS)	769,957	164,805	302,143	247,691	(1,000,145)	(313,452)	66,909	(165,821)	403,863	(44,434)
Reserve Balance	4,226,621	4,391,426	4,693,569	4,941,260	3,941,115	3,627,662	3,694,571	3,528,750	3,932,613	3,888,179
Budgeted Reserve Targets	4,226,621	4,391,426	4,693,569	4,941,260	3,941,115	3,627,662	3,694,571	3,528,750	3,932,613	3,888,179
SPECIAL PURPOSE										
Cash towards projects	-	-	-	-	-	-	-	-	-	-
A/E charges/garage	-	-	-	-	-	-	-	-	-	-
Ntwrk Upgrade	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
TOTAL SPECIAL PURPOSE	120,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000	130,000	130,000
CAPITAL EXPENDITURES										
Copiers--ongoing	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
MIS--ongoing	-	-	-	-	-	-	-	-	-	-
Cable TV--ongoing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Administration (WEI/Roofs)--ongoing	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011	66,011
Capital projects	-	-	-	-	-	-	-	-	-	-
Facilities--FY07	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606	15,606
TOTAL CAPITAL EXPENDITURES	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617	109,617
DEBT SERVICE										
Current Debt	3,126,722	3,154,458	3,161,766	3,169,108	3,182,566	3,196,399	3,196,693	3,209,791	1,642,439	-
Fischer Renovation	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000	321,000
Wellers Renovation	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000	361,000
Bigelow Renovation	458,093	458,093	458,093	361,000	458,093	458,093	361,000	361,000	361,000	361,000
Benson Renovation	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045	491,045
New Residence Hall	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082	2,066,082
Fricke Renovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
Clem Renovation	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602	596,602
Lee Renovation	-	550,000	783,570	783,570	783,570	783,570	783,570	783,570	783,570	783,570
Arej Renovation	-	-	550,000	783,570	783,570	783,570	783,570	783,570	783,570	783,570
New Residence Hall	-	-	-	1,300,000	3,243,455	3,243,455	3,243,455	3,243,455	3,243,455	3,243,455
Tutt Renovation	-	-	-	-	-	-	550,000	742,500	742,500	742,500
Knilians Renovation	-	-	-	-	-	-	-	550,000	742,500	742,500
New Residence Hall	-	-	-	-	-	-	-	-	1,578,400	3,946,000
TOTAL DEBT SERVICE	10,083,228	10,660,964	11,451,842	12,895,661	14,949,667	14,963,500	15,416,701	16,172,299	16,375,847	17,101,008
	Break	Lee	Arej	Break	New Hall	Break	Tutt	Knilians	Break	New Hall

**OFFICE OF RESIDENCE LIFE | MASTER PLAN
FY2012 - FY2031 DOUBLE ROOM RATE PROJECTION**

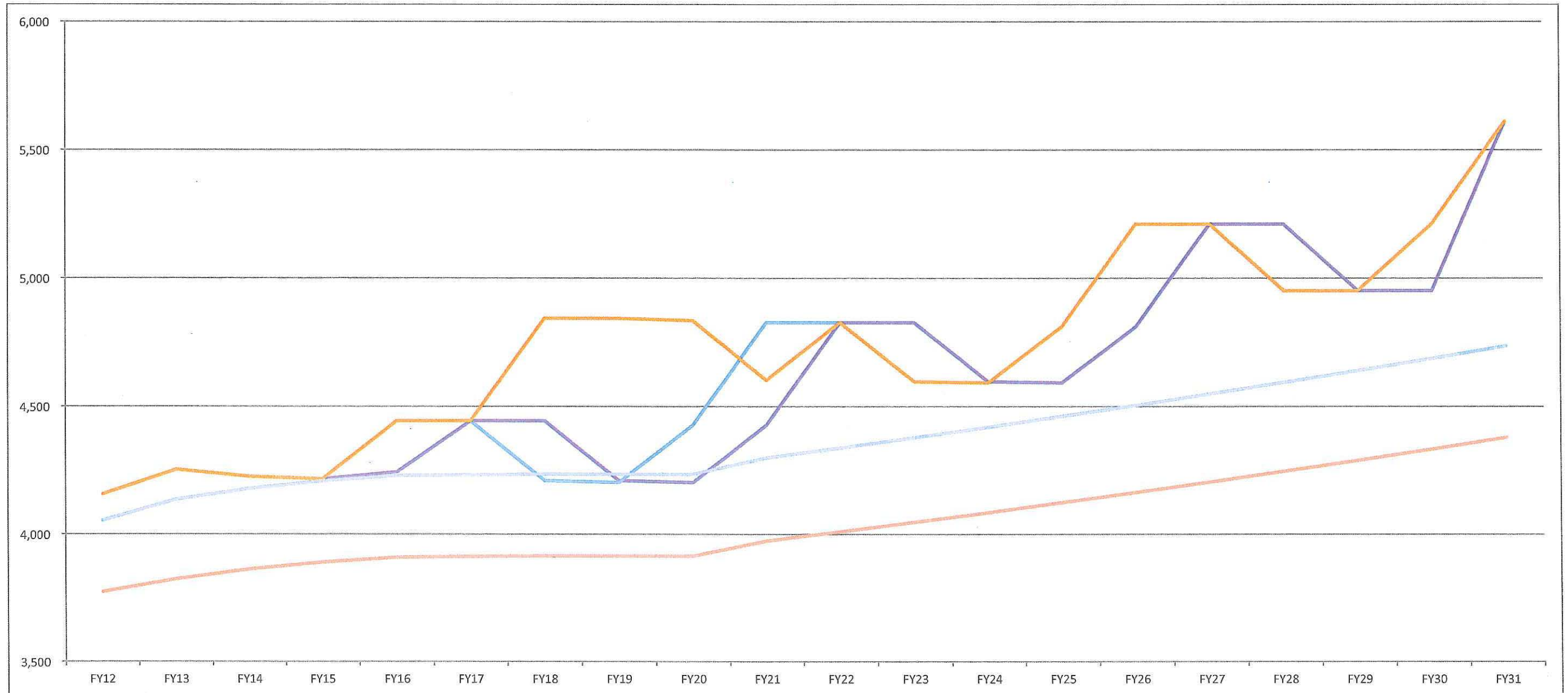
	FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY21	
PLAN I	1,681	2.75%	1,728	4.00%	1,796	4.50%	1,876	3.50%	1,942	2.25%	1,986	3.50%	2,055	3.50%	2,127	4.00%	2,212	4.75%	2,317	2.25%
PLAN II	1,681	2.75%	1,728	5.50%	1,821	5.50%	1,922	2.50%	1,970	3.50%	2,039	3.50%	2,110	4.00%	2,194	4.50%	2,293	5.50%	2,419	2.75%
PLAN III	1,681	2.75%	1,728	6.00%	1,830	5.50%	1,931	3.25%	1,993	5.75%	2,108	5.50%	2,224	4.25%	2,318	4.50%	2,423	3.75%	2,514	2.00%

	FY22		FY23		FY24		FY25		FY26		FY27		FY28		FY29		FY30		FY31	
PLAN I	2,370	4.50%	2,476	5.25%	2,606	5.00%	2,737	6.25%	2,908	3.50%	3,009	3.50%	3,115	3.75%	3,232	3.50%	3,345	2.00%	3,412	
PLAN II	2,486	4.75%	2,604	5.25%	2,740	5.25%	2,884	6.25%	3,065	3.25%	3,164	3.25%	3,267	3.00%	3,365	2.00%	3,432	2.00%	3,501	
PLAN III	2,564	2.50%	2,628	4.50%	2,746	5.00%	2,884	5.75%	3,049	3.00%	3,141	4.25%	3,274	3.00%	3,373	2.00%	3,440	2.00%	3,509	



**OFFICE OF RESIDENCE LIFE | MASTER PLAN
FY2012 - FY2031 CAPACITY VS OCCUPANCY COMPARISON**

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
PLAN I - CAPACITY	4,156	4,253	4,226	4,216	4,243	4,443	4,443	4,210	4,202	4,427	4,827	4,827	4,596	4,592	4,811	5,211	5,211	4,951	4,951	5,611
PLAN II - CAPACITY	4,156	4,253	4,226	4,216	4,443	4,443	4,210	4,202	4,427	4,827	4,827	4,596	4,592	4,811	5,211	5,211	4,951	4,951	5,211	5,611
PLAN III - CAPACITY	4,156	4,253	4,226	4,216	4,443	4,443	4,843	4,843	4,835	4,602	4,827	4,596	4,592	4,811	5,211	5,211	4,951	4,951	5,211	5,611
FALL OCCUPANCY	4,053	4,136	4,179	4,208	4,229	4,232	4,235	4,235	4,235	4,299	4,338	4,378	4,419	4,461	4,504	4,549	4,594	4,640	4,687	4,736
SPRING OCCUPANCY	3,774	3,824	3,863	3,890	3,909	3,912	3,915	3,915	3,915	3,974	4,010	4,047	4,085	4,124	4,164	4,205	4,247	4,289	4,333	4,378



*Wells East provides capacity of 567; Wells West provides capacity of 639



The mission of the Office of Residence Life is to provide quality, accessible housing and to promote student learning and personal success in an inclusive, engaging community.

Live! Learn! Engage!

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