

## CAWH 2023 Session 2 — Focused Group Conversations: Show and Tell Lightning Round

### Discussion: Relocation Services and Short-term Housing

*Discussion Leader: Alice Lesman, Columbia)*

#### 1. Overview

##### **Columbia**

- Recruitment is done by each school dependent on who the person is in that school
- No overall policy
- Other support – K-12 schools (public, private, how to navigate)
- Short term – some but not enough.
- AirBNB, Sabbaticalhomes.com
- Local not-for-profits – international house (separate from university)
- Teachers College
- “Guest Housing” – a few days to a couple of months
- Sometimes onboarding need a temporary place.

##### **Rutgers** (70k students/3 campuses/17k resident students)

- No official program yet
- Did a relocation guide – campus areas, info (DMV, postal systems, banking)
- Online and printed guide
- International department will assist with visa applications etc.

##### **UBC**

###### Relocation Team:

- Consult with candidates (80% of new recruits)
- Policy that certain appointments get funding for more
- Immigration team to help
- “Concierge style” 2 relocation specialists

###### Short term housing

- Tough - \$\$\$
- Hotel-like accommodations (\$200-\$300/night)
- Most places are 1-year fixed
- Student housing – separate

#### 2. What is working well?

**Rutgers:** Good system to manage payments; maintenance/turnover department/crew (dedicated team); relocation; Renter’s Guide – all kinds of info.

**Columbia:** Faculty residential housing; co-rental housing guide; moving guide

### 3. What is not working well?

Inventory; supply

### 4. Future – What’s Coming?

**Columbia:** Improving reservation system (Rutgers likes its system); new building with VIP areas/small number

**Rutgers:** 75-unit faculty/staff development project; Covid delayed; 2020 new president

**SabbaticalHomes.com:** Rebuilt website in 2021 – fully scalable; increasing networking/institutional partnerships to be more of a resource (i.e. more inventory, listings at all pricing levels, more options for relocations)

**Problem to Solve:** Ideally offer everyone a place to stay.

**Constraints:** Funding, Inventory, Services, People coming to the housing office when already desperate at the last minute.

### **Discussion: Asset Preservation & Deferred Maintenance**

*Discussion Leader: Karlie George, Irvine Campus Housing Authority*

- Property management outsourced to maintain offline homes during preservation process.
- Comprehensive strategies
- Thermostats to monitor usage, reducing costs.
- Pride of ownership to encourage homeowner investment and prevent deferred maintenance.
- Housing “how tos” – annual reminders
- Binder of housing components, appliances for homeowner education.
- Trusted vendor listings.
- Reserve analysis regularly updated to assist with budgeting for future financial needs.
- Linking inspection reports with approval process.

### **Challenges**

- Access into homes for inspections and improvements.
- Housing stock left online due to costs of updating older units in portfolio.
- How much of the cost can be split between the homeowner and the university?.
- Historic/registered homes.

## **Discussion: On- and Off-Campus Solutions**

*Discussion Leader: Troy Miller, University of Nevada Reno*

**University of Nevada:** both on and off campus options. Lease only, not for sale.

**UC Davis:** "Adjacent" for-sale housing, ground lease.

- No rent increase
- 70-80% are not leaving
- No time limit
- Sell to eligible individuals
- 30-40% of market value
- Mortgage program

**Columbia:** Manages graduate/faculty and select staff housing

- 2,000 faculty units
- 5,500 student beds
- Off-campus registry
- Mortgage program

**SabbaticalHomes.com:** Short-term rental, helpful for relocation

### **What's working?**

**University of Toronto:**

- Rentals are working (need to grow)
- Tons of demand
- Campus boundary
- Faculty want home ownership but there are municipal restrictions.
- Grad student families are similar to faculty (working well) so going ahead with large numbers of units in this combined format.

**University of Nevada:**

- Property acquisition near university gets 10% of the value to upgrade

### **What is not working?**

**U of T:** Deferred maintenance

**UC Davis:** Same as above. Renters don't maintain properties; try to incentivize

**Princeton:** Also deferred maintenance because of appreciation/depreciation. Big investment for the university

**U of Nev.:** Difficult to include student/faculty/staff in one design. Graduate students edge them out.

**Columbia:** We are moving students out of faculty buildings to make them faculty only.

## **Future:**

### **UC Davis:**

- Modular construction (for higher density)
- #3D printing
- Remote Work
- More loan programs (to include staff)
- Increase inclusion, diversity
- Live/work/learn village concept

### **Problems to Solve:**

- Define Affordability
- Taxable Benefit
- Supply

## **Discussion: Financing and Funding Strategies**

*Discussion Leader: Whitney McNair, Stanford*

### Loan programs

- Invested working capital
- Bonds
- General Fund backstop
- UC campus has supplemental loans
- Zip forgivable loan
- Campus has to come up with funding; some use recruiting funds

### Development Revenue (UBC)

- Endowment>development
- 99-year prepaid lease
- Use land to lease
  - Market rate to subsidize faculty housing
  - Mix of units (Boise State, San Jose State)
  - Priority for rentals
  - Other programs for faculty to free up rentals for staff

## Discussion: Addressing Affordability and the Cost of Construction

Moderator: Rosemary Peterson, UC Santa Barbara

- SB Market has a lot of affordability issues

### Snapshot of the Market:

COUNCIL of  
ACADEMIC  
WORKFORCE  
HOUSING



- Rents Rise 9% in 2022
- Apartment Vacancies Drop to 1.7% in Santa Barbara in 2022
- Housing rental rates in Santa Barbara increased 9% in 2022

Source: Hayes Commercial Group's 2022 annual report

#### Single Family

SOUTH SANTA BARBARA COUNTY  
JANUARY 2023 YTD

AVERAGE SALES PRICE - YTD

\$3,215,442

-0% change from 2022

MEDIAN SALES PRICE - YTD

\$1,781,469

-0% change from 2022



Source: Village Properties, Santa Barbara Realtors Association

#### Condominium

SOUTH SANTA BARBARA COUNTY  
JANUARY 2023 YTD

AVERAGE SALES PRICE - YTD

\$1,015,628

+2% change from 2022

MEDIAN SALES PRICE - YTD

\$900,000

+3% change from 2022

1. Rental homes: Are rents at or below market?
2. For Sale homes: How are prices compared to open market prices?
3. What are you doing to meet the challenges in affordability?
4. What are the main culprits that drive up costs?

### Christine Holland - MIT

- They have a unique market and a unique program
- Mortgage program creates the affordability
- Recently changed the program
- Rent is very expensive
- When employees buy a home, they typically pay less than renting
- Work with primary lenders that can offer the best interest rates- they have relationships with local banks
- 95% end up purchasing
- Since they increased the mortgage program, small amount of complaints. Biggest complaint is around rental prices for juniors
- Graduate student housing seems to be more of a focus

## **Randy Wallace - Cal Poly**

- No rental home product in portfolio at this time
- Need to find out if there is demand using a study
- Plan to build affordable rental homes
- They have for sale homes and have properties on a ground lease
- Faculty purchase the home/ structure but lease the land
- Within the last 3 years- home prices have gone up considerably
- Always needing to adjust prices based on market but keeping delta of 20-25% below market
- Housing is a recruitment tool
- Silent second loan program- secondary financing, roughly 20% of the home's value or up to 70K
- They can choose to not make payments and repay when they resell the home- helps with affordability
- What is ground rent for each home? Approximately \$70 per month for first 5 years, then year 6 \$280 per month for a period of 3 years
- Even with the increase in ground rents, it is much more affordable than purchasing out in the market

## **Mark Rutheiser, UC Davis**

- Trying to get workforce housing going
- 45 acres allocated for building units
- Been using industrialized construction for student housing (pre-fab method).

Rosemary- trying to fit project into a tax exempt bond as a method to bring a project online