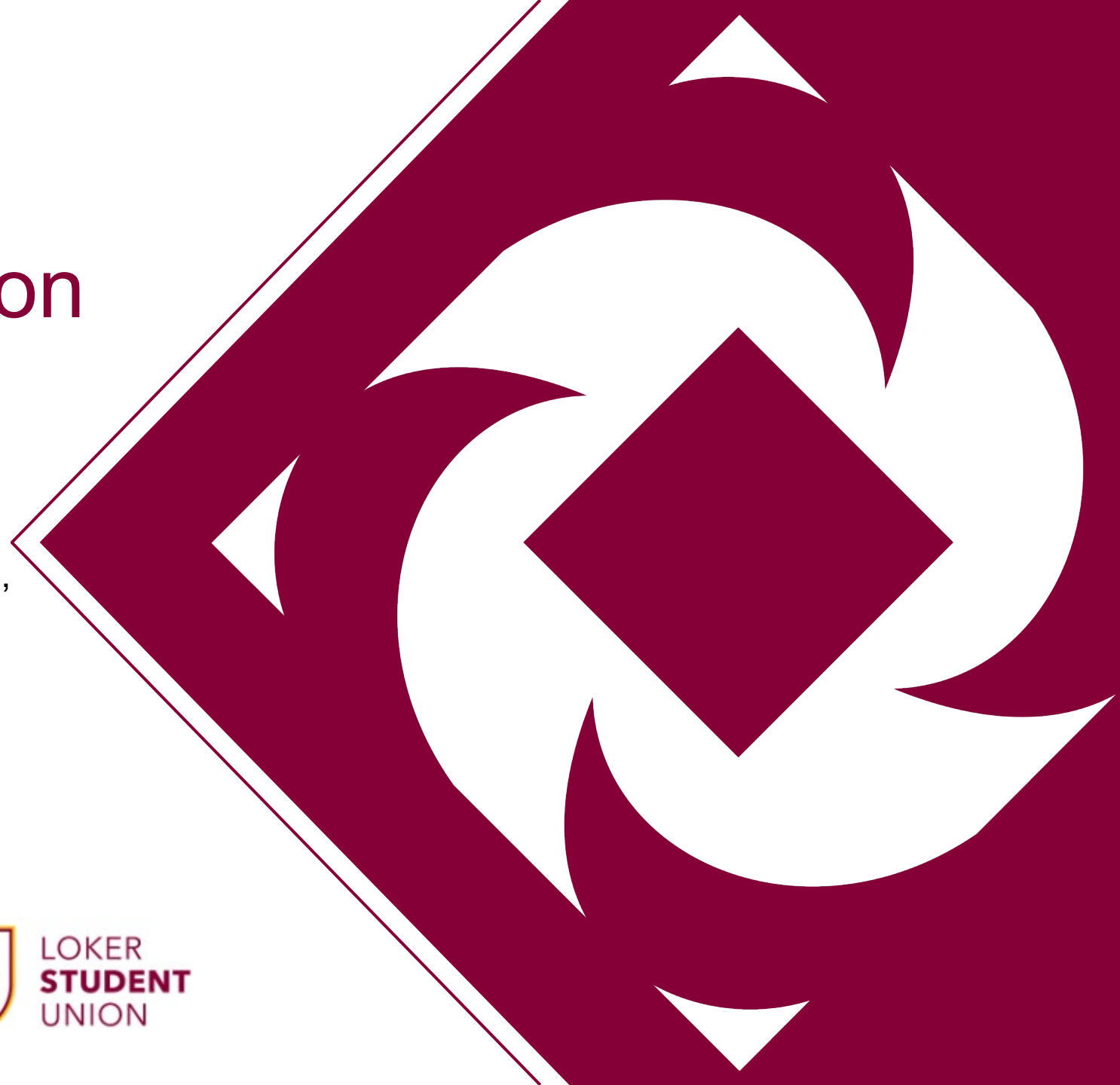


Loker Student Union Strategic Planning

CALIFORNIA STATE UNIVERSITY,
DOMINGUEZ HILLS



LOKER
STUDENT
UNION

Agenda

FEBRUARY 3, 2023

1

(Re)Introductions

2

Process-to-Date

3

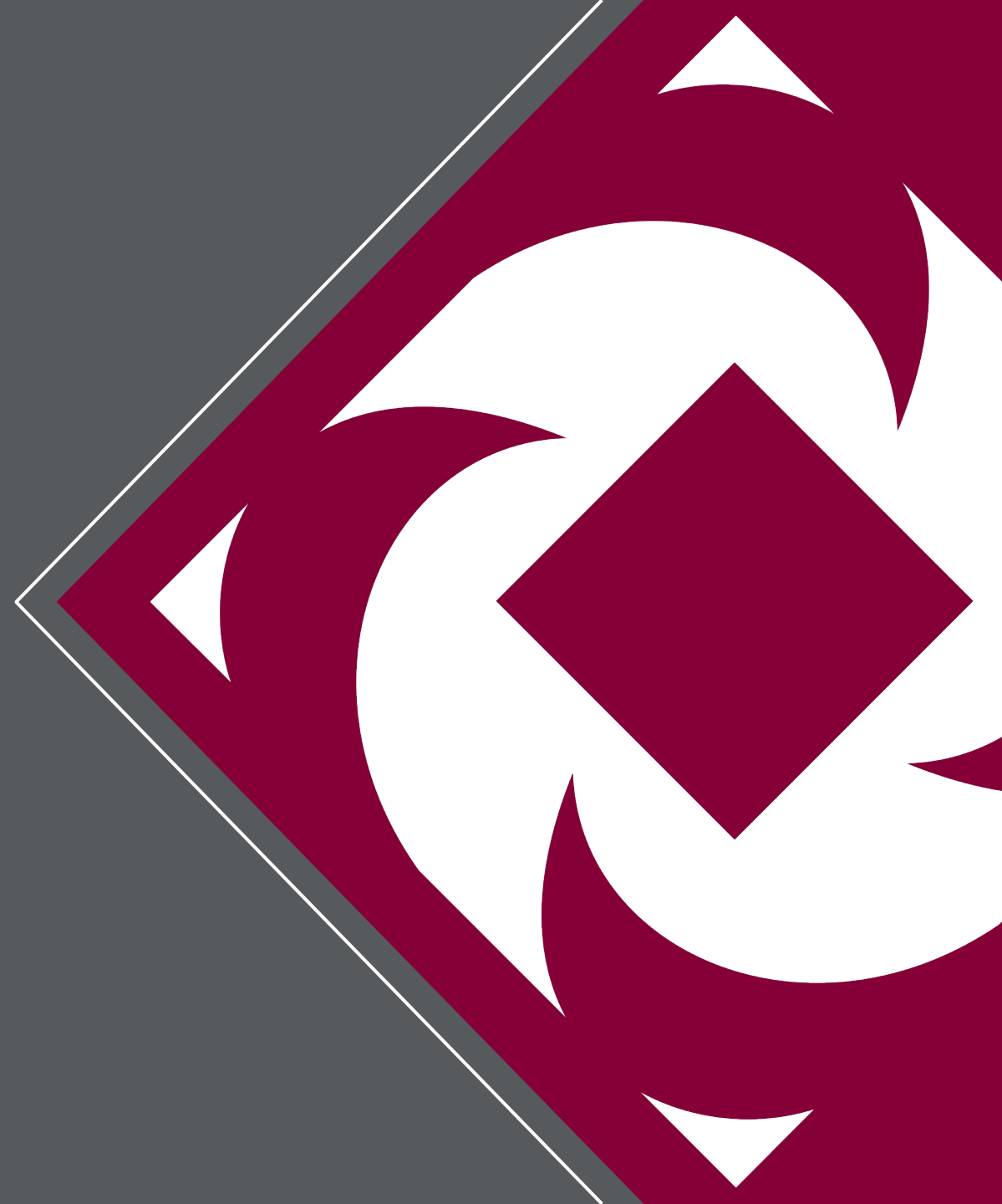
Survey Analysis & Key Findings

4

Next Steps

1

(Re)Introductions



Introductions

BRAILSFORD & DUNLAVEY, INC.



Food Service



Student Housing



Unions



Recreation



Campus Edge



Academics



Health & Wellness



Athletics



Venues



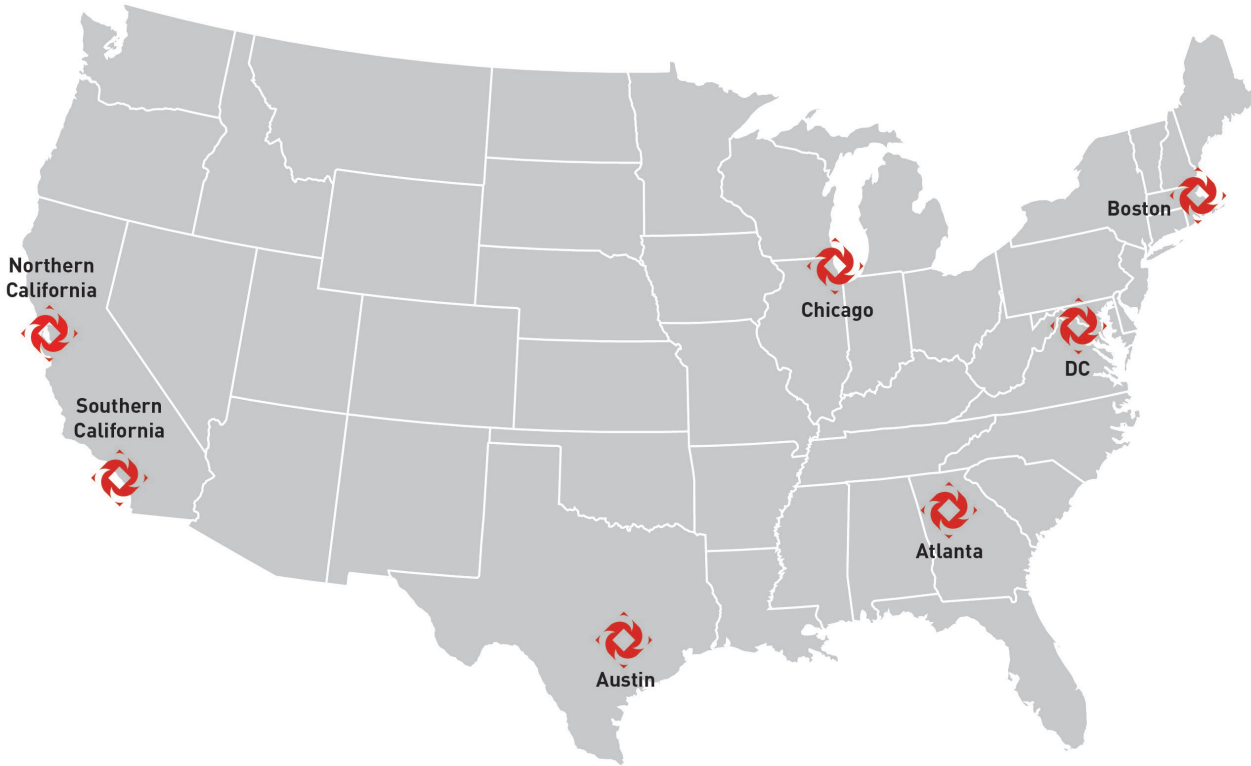
Workforce Housing



Retail



Energy & Sustainability



800+

Higher Education Clients

1,600+

University and College Projects

700+

Housing Assignments

100+

Dining Projects

\$40B

In Completed Implementation Projects

Introduction

B&D PROJECT TEAM



PAUL BRAILSFORD
CEO

MATT BOHANNON
Vice President

LAURA KANE
Associate

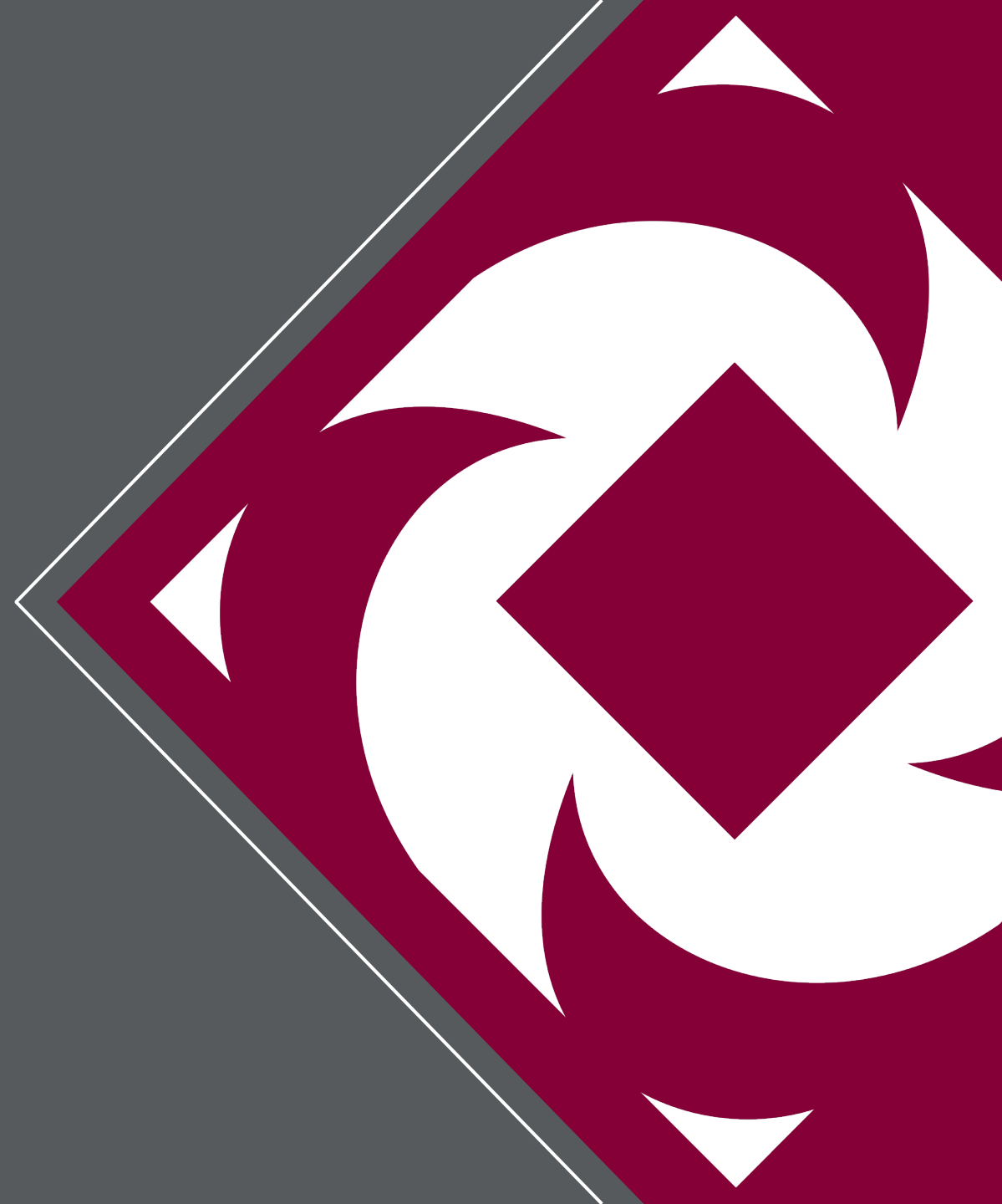
MICHAEL SHROCK
Project Analyst

Key Questions

- › What is the mission and vision of the Loker Student Union?
- › How well does the LSU achieve strategic objectives?
- › What levels of demand are present for expanded programs and services from CSUDH students?
- › What are the long-term facility priorities of the LSU?
- › What are the capital and on-going costs for an expanded LSU?
- › How can deferred maintenance be addressed in a viable financial plan?
- › What level of student fees are necessary to support the project and deferred maintenance planning?

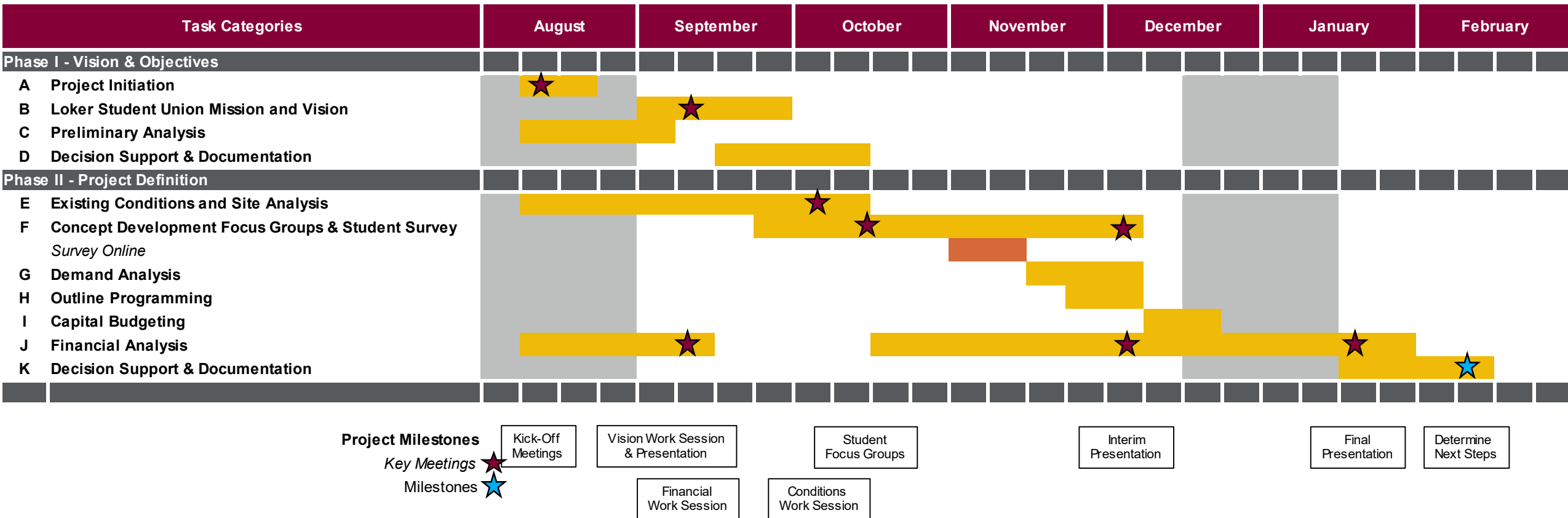
2

Process-to-Date



Our Process

LOKER STUDENT UNION STRATEGIC PLAN



LSU Mission

SERVING TODAY, EDUCATING FOR TOMORROW

The Loker Student Union provides an environment which is designed to encourage interaction among the campus' constituent groups (internal and external), enhance the sense of campus community, and expand the avenues through which the university educates students.

Through its many activities and services, the Loker Student Union provides cultural, social and recreational programming that supports the educational mission of the University, encouraging the development of citizenship, leadership, and social responsibility for success in a dynamic and pluralistic society.

	Student / Life Center	Campus / University Center	Conference/ Retail Center	Student / Campus Services Center
Emphasis	Student Development (learning, engagement, socialization, etc.)	Institutional Community (faculty/staff/alumni support, university gathering, etc.)	Guest Service (revenue, outreach, events, ceremonies, etc.)	Convenience / One Stop (speed, transactions, essential needs, etc.)
Policies	May favor students, organizations, and activity	May favor administrators, faculty, donors	May favor customers, guests, publicness	May favor departments, tenants, transactions
Governance	Heavy deference to student involvement	Heavy deference to political and administrative needs	Heavy deference to revenues and external clients	Heavy deference to process calendars and services
Financial	Low fees for students, higher for others, often student fee dependent	Tiered pricing (stu/fac/staff/external), institutional funding	Market rates (negotiable), typically revenue reliant in part or full	Institutional funding, sometimes with sq. ft. rents and/or student fees
Spaces	Casual, flexible, youthful, lounges, student offices, amenities	Formal, institutional history, alumni stories, artifacts, academic + student	Hospitality, meeting rooms, guest retail, lounges for pre-function and breakout	Offices, administrative, student retail (e.g, bookstore), enrollment (e.g. financial aid),
Activity	Social learning, meeting oriented, flexible, last-minute	Administratively responsive, politically influenced	Contracts and penalties, long lead time, formal meeting	Based on registration / orientation/etc. cycles
Usage	Heavy evenings/weekends, late nights, closed breaks/holidays	Revolves around institutional calendar, can change on short notice or for university needs	Heavy daytime use, weekends/holidays/breaks leveraged for sales	Busiest at class breaks, meal times, enrollment/book rush; slow evenings/weekends
Brand	Student voice, edgy, social	Institutional, public, fundraising	Sophisticated, formal, expensive	Admissions, departmental, distributed

Work Session Logistics

THE PROCESS DOES NOT...

Modify CSUDH's mission or introduce new values

THE PROCESS SEEKS TO...

Facilitate diverse stakeholder involvement in the planning process

Create criteria that allow for innovative solutions and streamlined decision making

Ground the objectives in the client's ideals to ensure consistency and mission alignment



DISPOSITIONAL GUIDANCE

- › Adopt a Trustee's global perspective.
- › Consider each objective independently and only as housing-specific outcomes.
- › Treat the exercise as creating plan drivers and imposing filters - not predicting preferences or behaviors.
- › Do not be encumbered by current practices or conditions.

Strategic Asset Value Categories



EDUCATIONAL OUTCOMES

Leadership Development

Student Employment

Out-of-Classroom Experience



CAMPUS COMMUNITY

Gathering Space

Community Interaction

Cultural / Identity Diversity Support

Social / Arts / Entertainment Programming

Strategic Asset Value Categories



ENROLLMENT MANAGEMENT

Recruitment

Retention



FINANCIAL PERFORMANCE

Revenue Generation

Expense Management



ENVIRONMENTAL SUSTAINABILITY

Culture of Environmental Sustainability

Integration of Campus Systems

SAV Exercise Gap Analysis

Strategic Objectives	Outcome Categories	Current Condition	Targeted New Reality	Gap	Priority Level
Cultural / Identity Student Support	Campus Community	4	10	6	PRIMARY
Leadership Development	Educational Outcomes	3	9	6	
Out-of-Classroom Experience	Educational Outcomes	2	7	5	
Campus Programming	Campus Community	3	7	4	SECONDARY
Community Interaction	Campus Community	4	8	4	
Retention	Enrollment Management	5	9	4	
Student Employment	Educational Outcomes	6	10	4	
Recruitment	Enrollment Management	3	6	3	TERTIARY
Gathering Place	Campus Community	6	8	2	

Preliminary Analysis

LOKER STUDENT UNION

	Loker Student Union	Average Peer Union	Variance
Total ASF	67,473	99,590	-32%
ASF Per Student	4.34	8.31	-48%
Total Enrollment	15,530	11,977	30%

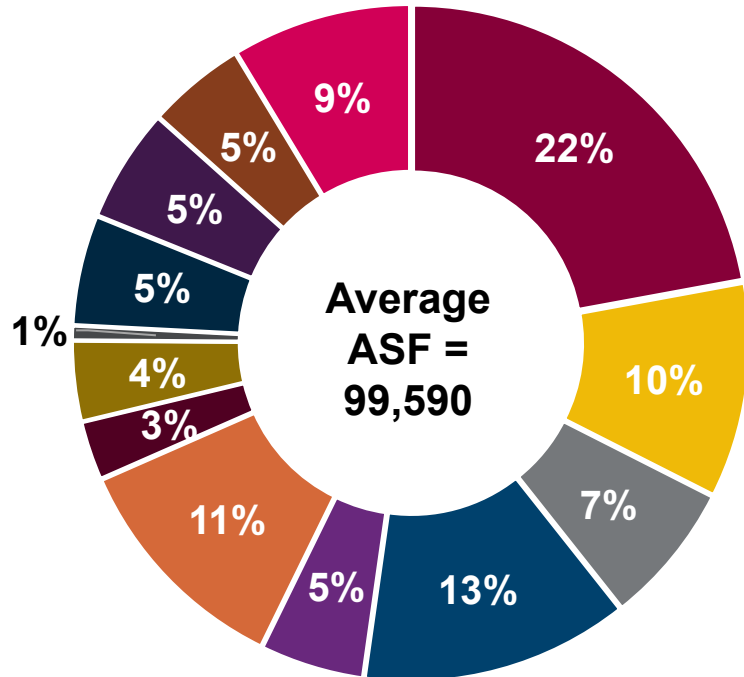
Peers: CSU San Marcos, Oregon State University, New Mexico State University, San Jose State University, University of New Mexico, University of Utah

- › LSU ASF per student is *approximately half* the size of the average peer union
- › LSU is deficient in all categories **except for ballroom facilities**
- › Largest space deficiencies (by ASF):
 - Food Services
 - Retail Services
 - Student Organizations

Preliminary Analysis

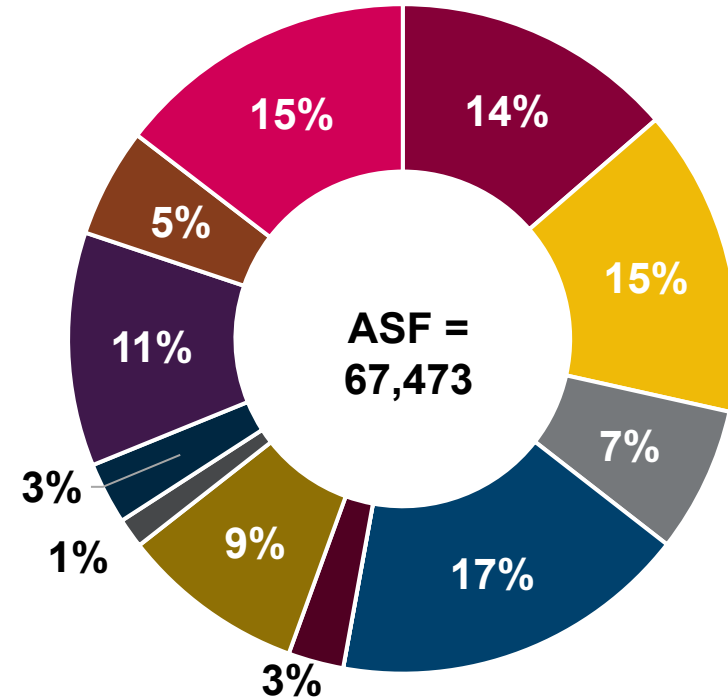
LOKER STUDENT UNION – SPACE ALLOCATION

Peer Unions



- Group 1: Food Service
- Group 2: Ballroom Facilities
- Group 3: Conference/Meeting Rooms
- Group 4: Bookstore
- Group 5: Additional Retail Services
- Group 6: Theater/Auditorium
- Group 7: Recreation/Entertainment
- Group 8: Lounge Space
- Group 9: Academic Related
- Group 10: Student Organizations
- Group 11: Administrative Offices
- Group 12: Multicultural Centers
- Group 13: Special/Misc. Components

Loker Student Union



> Top Three Functional Areas (by ASF):

- **Bookstore (17%)**
- **Ballroom Facilities (15%)**
- **Special/Misc. Components (15%)**

> Top Three Functional Areas (by ASF):

- **Food Service (22%)**
- **Bookstore (13%)**
- **Theater/Auditorium (11%)**

Survey and Demand Analysis

SURVEY OVERVIEW

Survey Overview

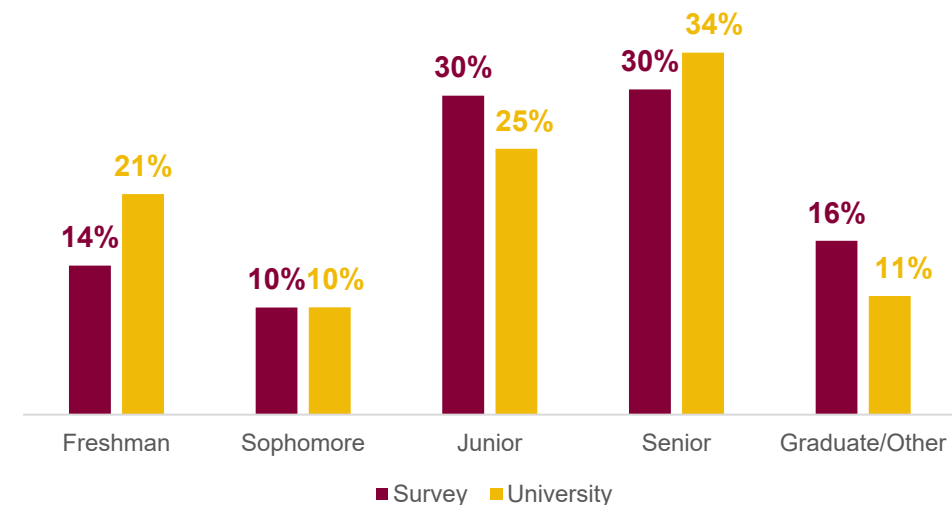
- Survey Open **December 7th – 18th**
- Total respondents: **1,385**
- Total completed surveys: **1,074**
- **95% Confidence Level**
- **Margin of Error: +/- 3%**

Survey Demographics



> Over-representation:

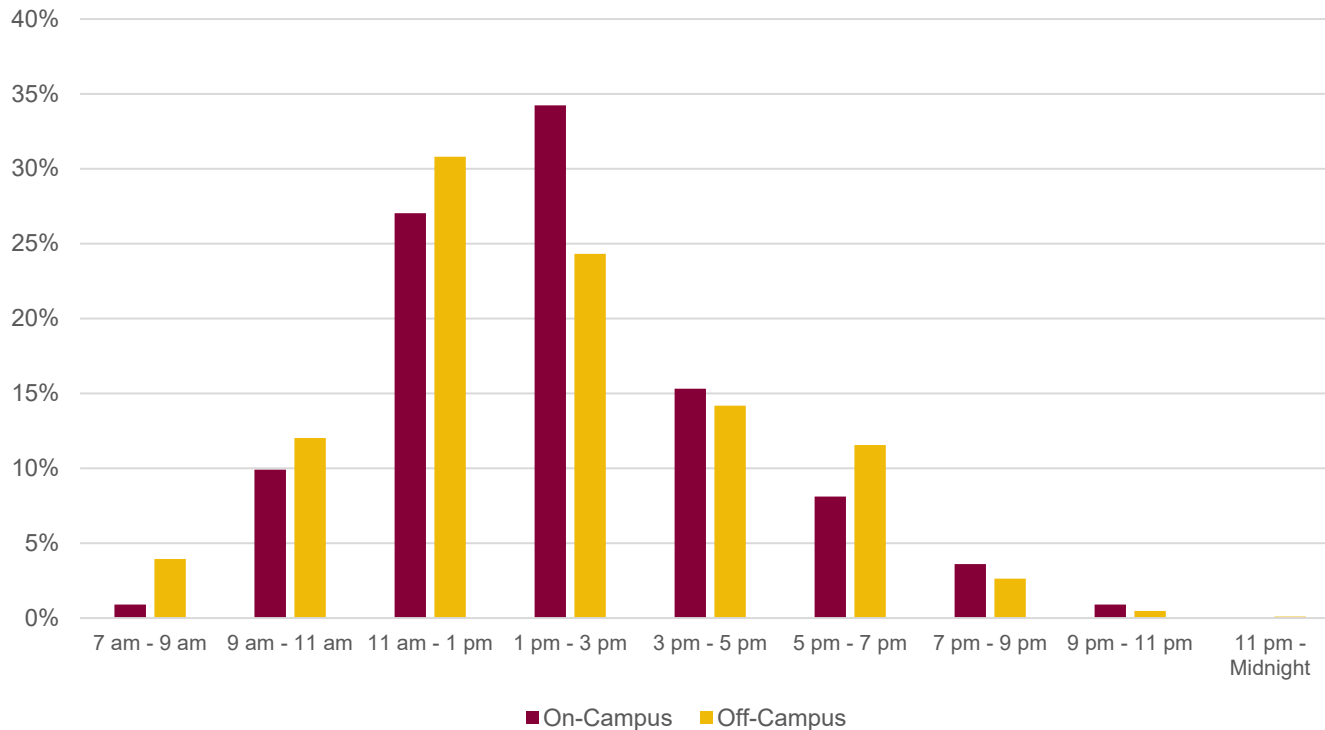
- **-7 pp¹** Freshman
- **+5 pp¹** Junior
- **+5 pp¹** Graduate
- **+13 pp¹** Female



Survey and Demand Analysis

UTILIZATION: ON-CAMPUS VS. OFF-CAMPUS RESPONDENTS

During what time period do you visit the LSU most often?



Average number of times per week students report visiting the USU

On-Campus: 3.36

Off-Campus: 2.34



Average time students report spending in the USU during a typical visit

On-Campus: 46.37 mins

Off-Campus: 49.78 mins

Survey and Demand Analysis

LSU DEMAND AND SPACE RECONCILIATION

Activity	Depth	Breadth	Peak Demand (SF)	Existing Space (SF)	Difference (SF)
1 Food area - lunch	44%	78%	15,600	9,202 [*]	(6,398)
2 Outdoor social spaces	42%	78%	14,400	14,100 ²	(300)
3 Quiet Study Lounge	37%	69%	11,500	6,000 ^{**}	(5,500)
4 Lounges/social gathering areas	31%	66%	9,400	6,000 ^{**}	(3,400)
5 Food area - breakfast	24%	51%	7,800	9,202 [*]	1,402
6 Food area - dinner	23%	53%	7,800	9,202 [*]	1,402
7 Commuter lounge	22%	41%	5,500	0	(5,500)
8 Copy/print area	20%	54%	4,400	190	(4,210)
9 Innovation creative space	18%	40%	6,400	0	(6,400)
10 Crafts/arts center	18%	36%	6,200	0	(6,200)
11 Small Group Study Rooms (6-8)	18%	51%	2,600	2,595	(5)
12 Private or semi-private zoom pods	18%	40%	5,300	1,500	(3,800)
13 Family-friendly lounge	17%	38%	5,700	0	(5,700)
14 Meditation room	13%	31%	4,300	0	(4,300)
15 E-Sports Gaming Lounge	9%	28%	4,500	1,807	(2,693)

› **Depth = Frequency of use**
 – Represents the % of students engaging in an activity **2+ times per week**

› **Breadth = Span of use**
 – Represents the % of students that would **in some capacity engage in an activity**

¹Peak demand includes 5% discount factor

²Outdoor social spaces estimated with Google Earth

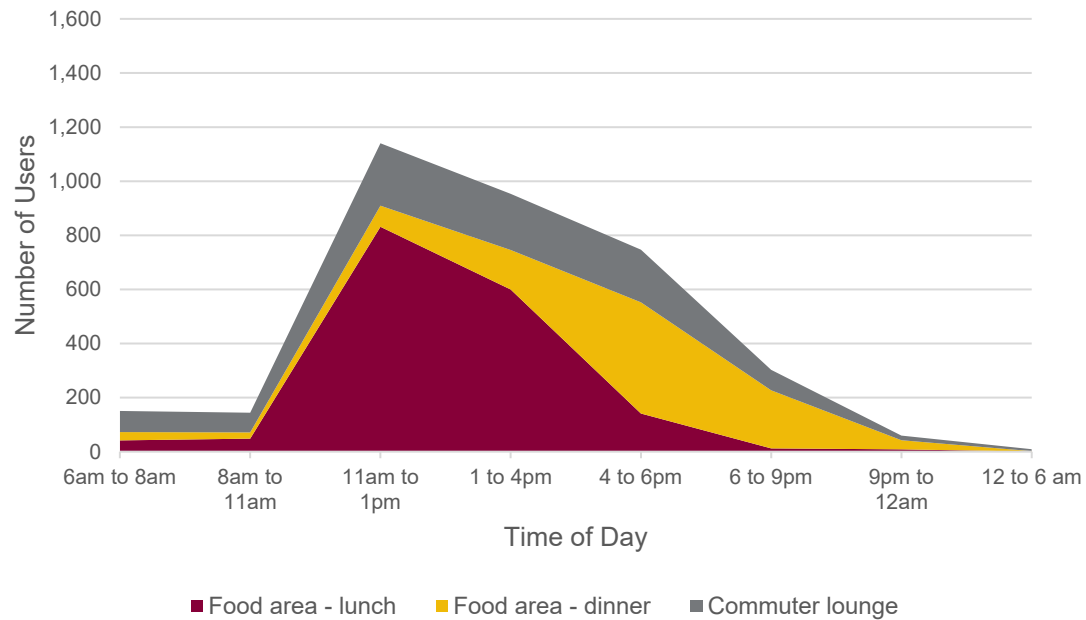
^{*}9,202 SF represents total dining and food service space

^{**}6,000 SF represents total lounge space

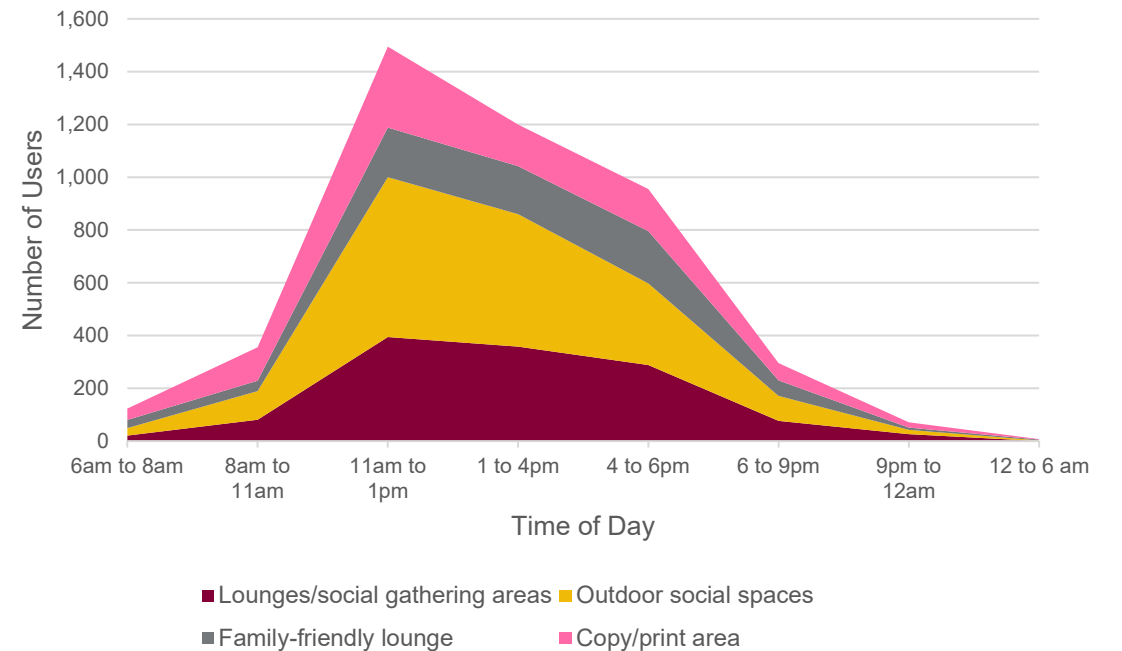
Survey and Demand Analysis

USAGE PERIODS

Food Areas



Social Spaces

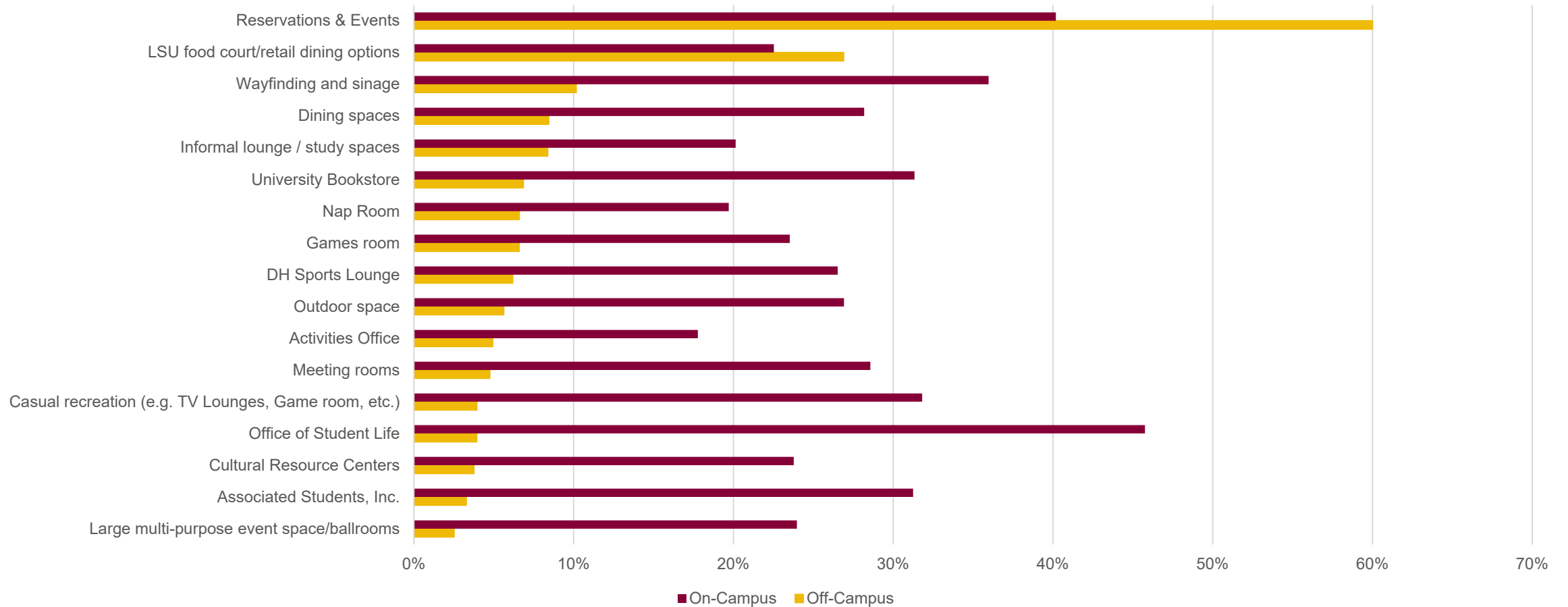


Survey and Demand Analysis

DISSATISFACTION COMPARISON

On average, off-campus students are 10% less satisfied with existing LSU space and services than on-campus students

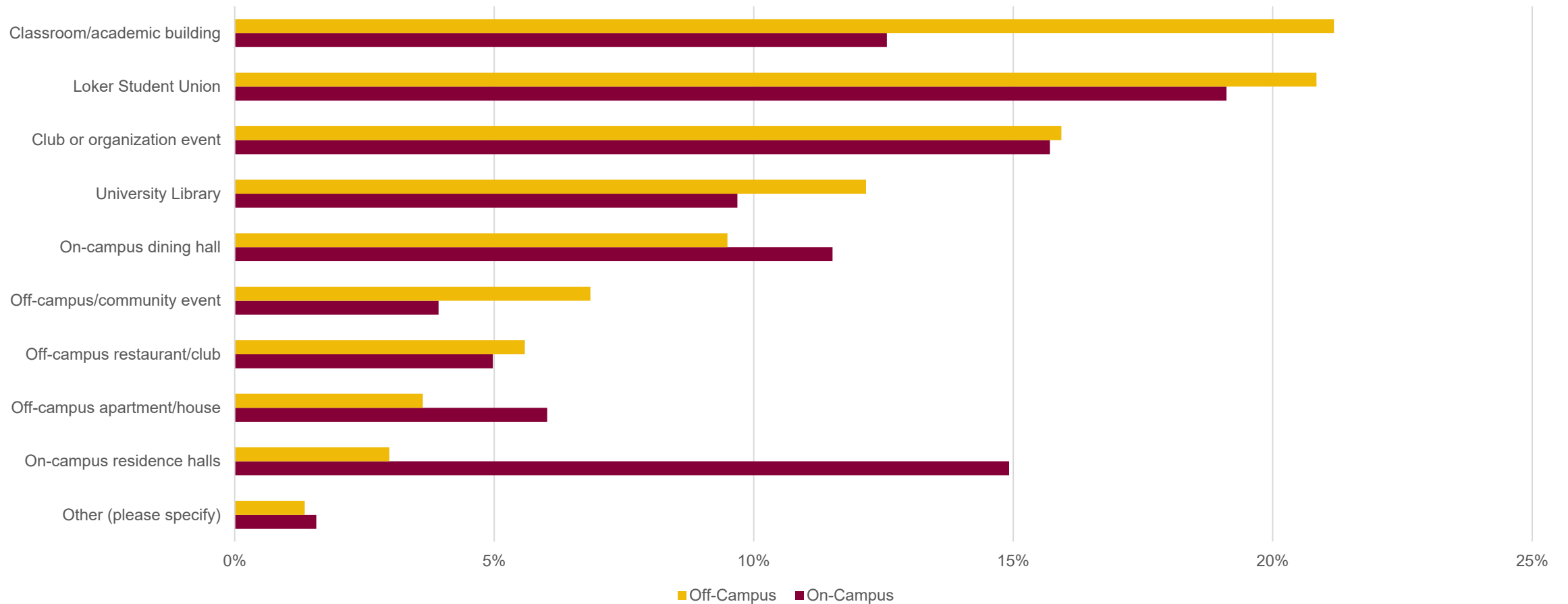
Dissatisfaction with services



Survey and Demand Analysis

SOCIAL SPACES

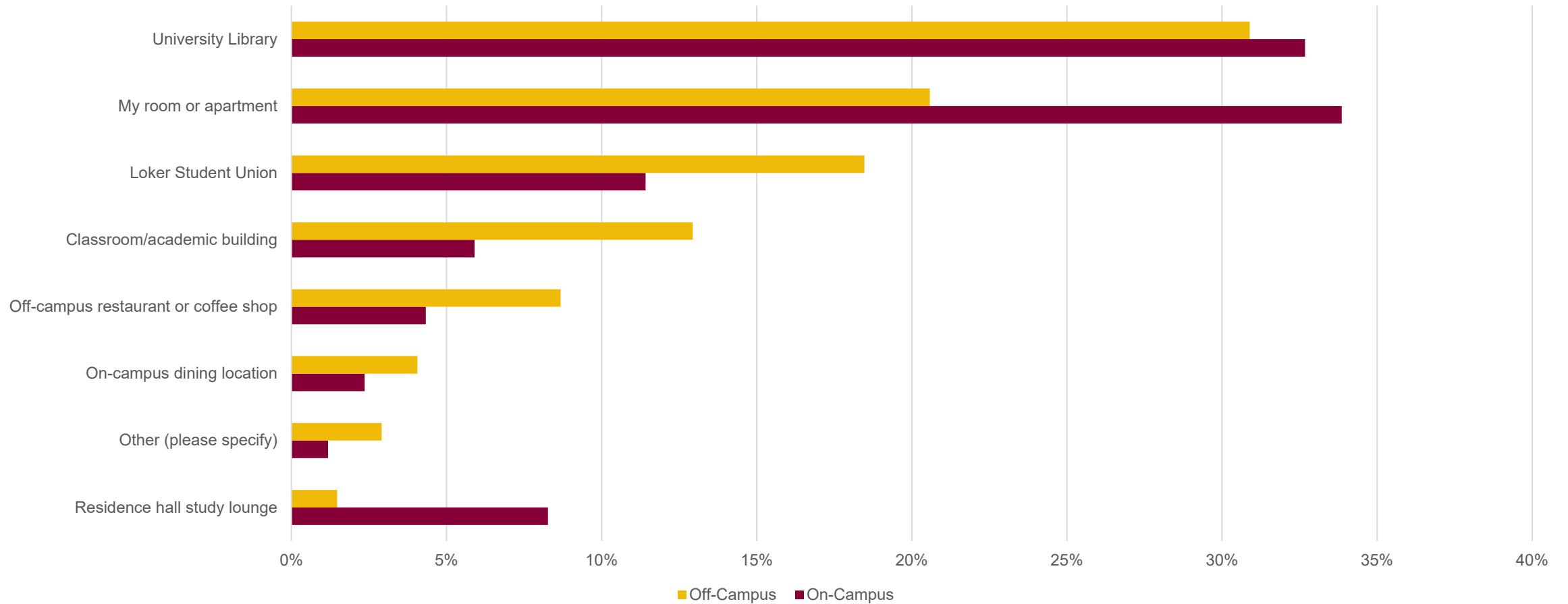
Best places to socialize?



Survey and Demand Analysis

STUDY SPACES

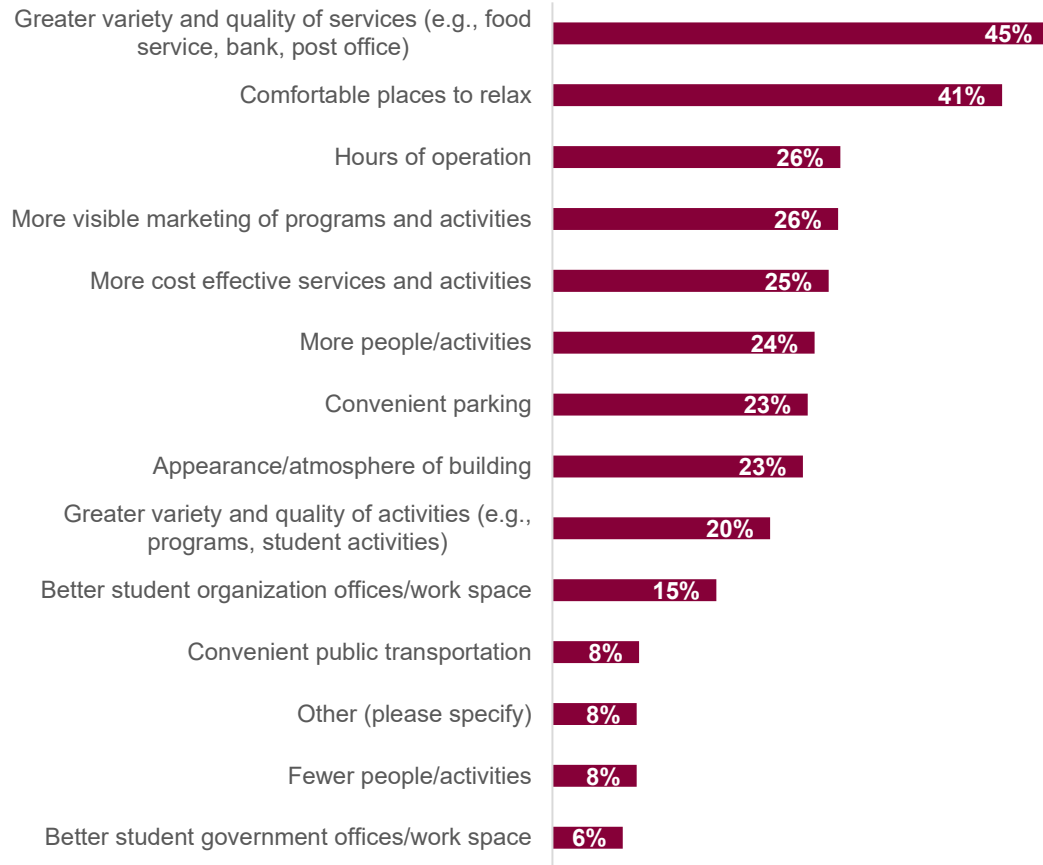
Where do you most often go to study?



Survey and Demand Analysis

AREAS THAT NEED IMPROVEMENT

What needs to improve?



> Off-Campus Top 5

1. Greater variety and quality of services
2. Comfortable places to relax
3. Hours of operations
4. More visible marketing of programs and activities
5. More cost-effective services and activities

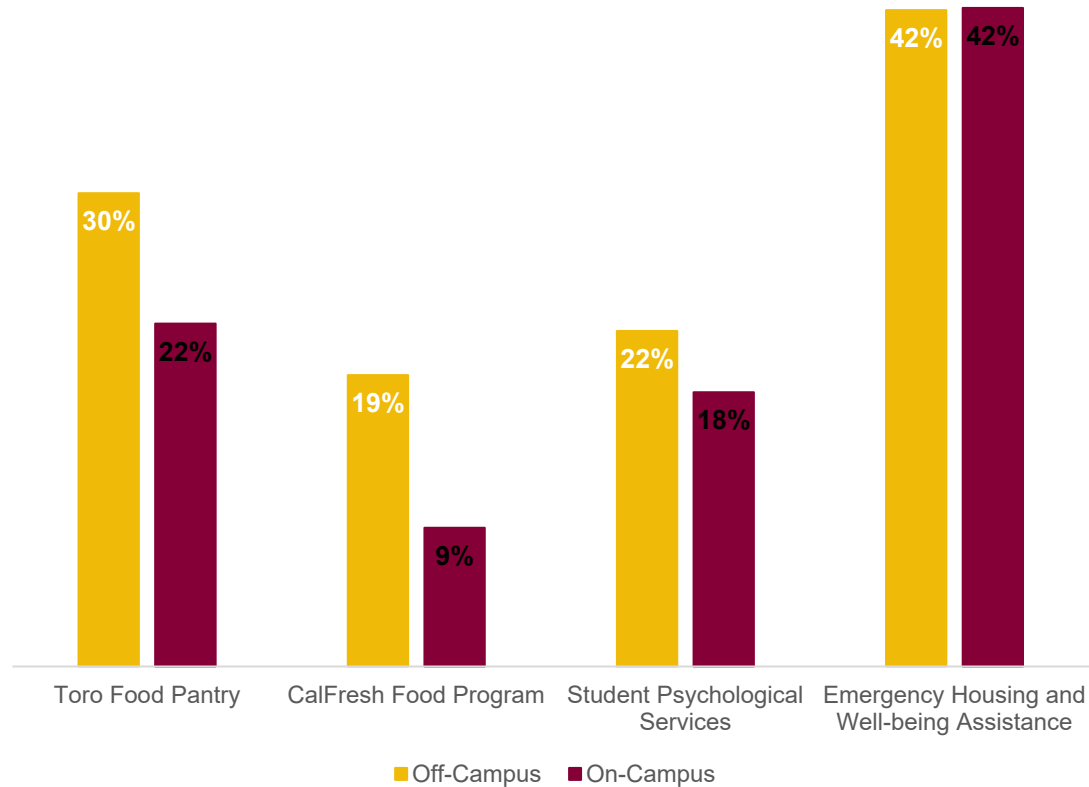
> On-Campus Top 5

1. Greater variety and quality of services
2. More cost-effective services and activities
3. Comfortable places to relax
4. Hours of operations
5. More visible marketing of programs and activities

Survey and Demand Analysis

REACHING OUT TO STUDENTS IN NEED

Students that report they are unaware of services



SURVEY RESPONDENTS

25% *I have worried whether my food would run out before I got money to buy more*

15% *I was hungry because I could not afford more food*

15% *I did not eat balanced meals because I don't know what to shop for or how to cook/prepare foods*

12% *I did not eat for a whole day because there was not enough money for food*

Survey and Demand Analysis

SOCIAL / ENTERTAINMENT SPACES COMPARISON

ON-CAMPUS STUDENTS

1. Enhanced movie theatre (31%)
2. Balcony / Rooftop seating (13%)
3. Indoor Live Entertainment Area (11%)
4. Shaded patios & outdoor seating (10%)
5. E-Sports Lounge (9%)
6. Media/Recording Studio (8%)
7. Instructional Kitchen / Cooking Area (8%)
8. Outdoor Performance Amphitheatre (8%)
9. Group Seating Area (7%)
10. Commuter Lockers / Lounges (5%)

OFF-CAMPUS STUDENTS

1. Enhanced movie theatre (18%)
2. Balcony / Rooftop seating (15%)
3. Shaded patios & outdoor seating (14%)
4. Instructional Kitchen / Cooking Area (11%)
5. Indoor Live Entertainment Area (9%)
6. Commuter Lockers / Lounges (7%)
7. E-Sports Lounge (7%)
8. Media/Recording Studio (7%)
9. Group Seating Area (6%)
10. Outdoor Performance Amphitheatre (6%)

Survey Takeaways

- › There is a **high level of satisfaction** with spaces within the LSU
 - Only a few spaces where students are “unaware or do not use”
 - Nap rooms, game area, sports lounge
- › Substantial **lack of awareness of the student support services** provided within the building (ASI, Student Life Office, reservations, etc.).
- › **Cultural / identity student support spaces are highly valued** and expressly linked to the institutional mission
 - 56% of students satisfied + highly satisfied
 - Strategic investments in these spaces are still needed as ascertained from our task force / focus groups / stakeholder interactions
- › Enhanced **indoor spaces** requested:
 - Desire for enhanced food services and dining area
 - Would like a coffeehouse and convenient store
 - Quiet study lounge
 - Wellness spaces
- › Additional / enhanced **outdoor spaces with amenities** (Wi-Fi, shade)
 - Specific interest in the balcony spaces
- › **69% report very high + high priority to improve LSU**; those not in support can benefit from clear communication & more information
 - 42% of respondents expressed a lack of clarity on how they would be impacted by improvements (“How does this impact my financial aid?”, “Will I even see any of the improvements in my time at CSUDH?”)

Investment in the LSU
can make a **big impact**
on **utilization**

CURRENT

 **2.43 visits / week**

 **49.45 minutes**

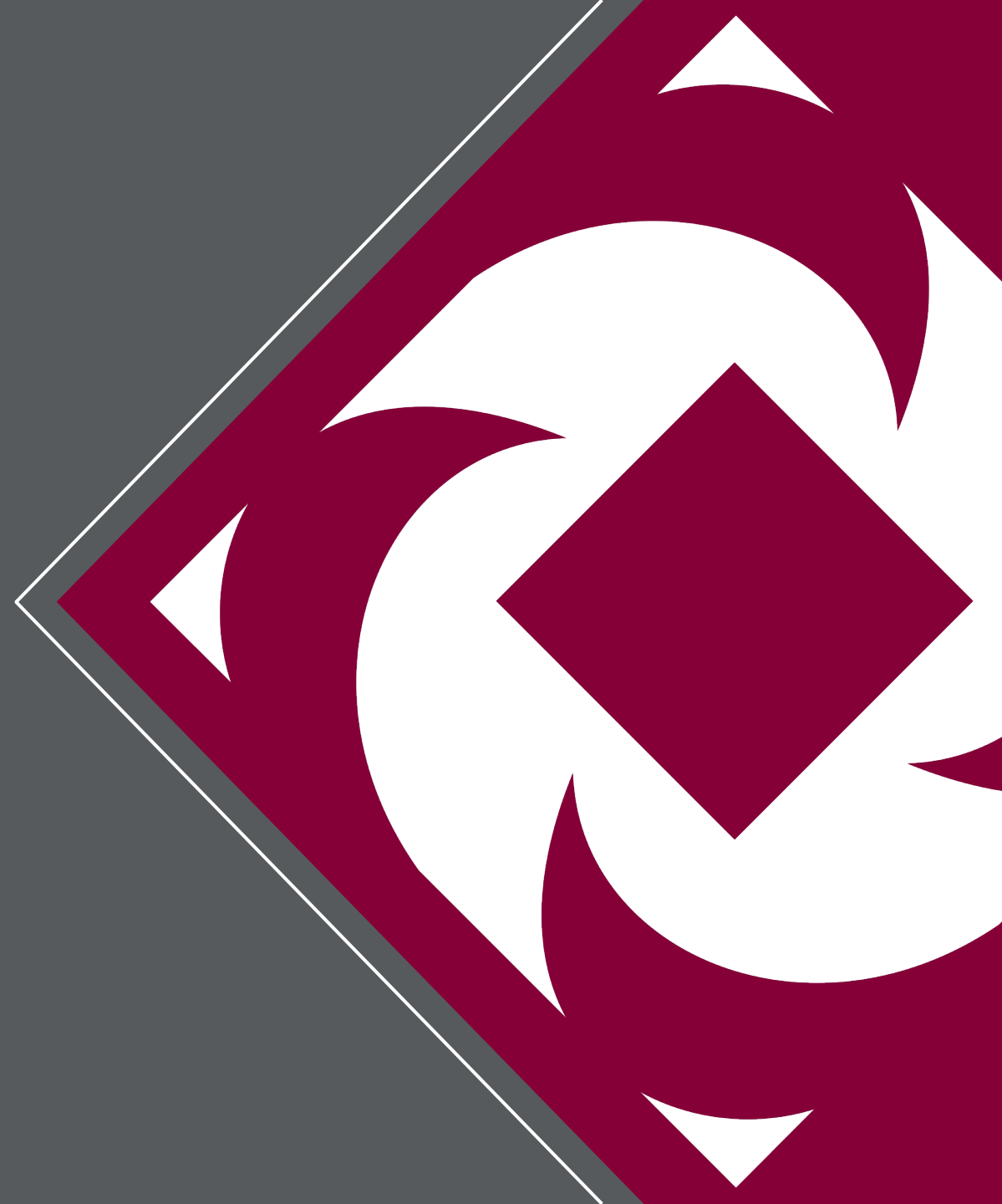
WITH IMPROVEMENTS

 **3.71 visits / week**

 **91.18 minutes**

3

Next Steps



Project Considerations

WHAT IS INFORMING OUR DECISIONS?

- › **Evolving Needs of Students**
 - Post-pandemic considerations, generational shifts in needs
- › **Transparency with Campus Community**
 - Utilizing input from community stakeholders
 - Fee discussions to be comprehensive to account for variable external factors
- › **Debt Service Coverage Ratio**
 - Measure of cash flow available to pay current debt obligations
- › **External Factors**
 - Enrollment
 - Escalation Costs
 - Construction Concerns



Unprecedented increases in construction costs

Rising interest rates and inflation



Uncertainty in future college enrollment

CSU Fee Comparison

	(Union + Rec) Student Center	Total Mandatory Fees	Total Enrollment (2021)
1 San Bernardino	\$920	\$1,734	19,182
2 Sonoma	\$920	\$2,318	7,182
3 Chico	\$910	\$2,230	15,421
4 San Diego	\$864	\$2,432	35,732
5 Sacramento	\$838	\$1,742	31,573
6 San Luis Obispo	\$813	\$4,890	22,028
7 Pomona	\$808	\$1,696	29,103
8 San Jose	\$773	\$2,157	33,848
9 Monterey Bay	\$700	\$1,551	6,995
10 Stanislaus	\$648	\$1,994	10,028
11 Northridge**	\$632	\$1,322	38,551
12 San Marcos	\$630	\$1,986	14,503
13 Bakersfield	\$602	\$1,566	10,624
14 San Francisco*	\$508	\$1,562	26,620
15 Long Beach	\$440	\$1,146	39,434
16 East Bay	\$360	\$1,242	13,499
17 Dominguez Hills	\$342	\$1,322	16,916
18 Channel Islands	\$324	\$1,060	6,437
19 Fullerton	\$312	\$1,271	40,087
20 Los Angeles	\$275	\$1,057	27,029
21 Maritime*	\$250	\$1,378	880
22 Humbolt	\$246	\$2,122	5,739
23 Fresno	\$242	\$921	24,946

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23 Fresno	\$242	\$921	24,946

*San Francisco and Maritime Rec Center Fees have been removed from Materials Service and Facilities to Student Center for comparison purposes.

**Northridge and Long Beach have anticipated fee increase. Long Beach is looking between \$200-\$250 per term.

***Dominguez Hills has recently approved \$450 increase to support a new recreation center.

Potential LSU Projects

CONCEPT DEVELOPMENT & TESTING FOR LSU IMPROVEMENTS

- **Scenario #1:**
 - Limited infrastructure improvements
 - Limited outdoor investment
- **Scenario #2:**
 - Limited infrastructure improvements
 - Improved dining areas
 - Improved outdoor areas
 - Additional quiet study spaces
- **Scenario #3**
 - Moderate infrastructure improvements
 - Improved dining areas
 - Improved outdoor areas
 - Additional quiet study spaces
 - Cultural Center development / enhancement
- **Scenario #4**
 - Extensive infrastructure improvements (only difference from Scenario #3)
 - Improved dining areas
 - Improved outdoor areas
 - Additional quiet study spaces
 - Cultural Center development / enhancement

Discussion

