



Housing & Dining Master Plan

BRIEFING DOCUMENT / JANUARY 2019



PREFACE

In fall 2018, Austin Peay State University (“Austin Peay” or “the University”) engaged Brailsford & Dunlavy (“B&D” or the “Project Team”) to conduct a comprehensive Housing and Dining Master Plan (“the Plan”). Austin Peay’s intent for the Plan was to assess current and future housing and dining demand while developing a long-term strategy to accommodate anticipated enrollment growth.

B&D would like to thank Joe Mills and Cecil Wilson for providing day-to-day project leadership. B&D would also like to thank the following individuals who provided insight and comments throughout the process:

- ◆ Alisa White, President
- ◆ Cecil Wilson, Assistant Director of Housing Services
- ◆ Greg Singleton, Interim VP for Student Affairs and Dean of Students
- ◆ Joe Mills, Assistant VP & Director of Housing
- ◆ Marc Brunner, Director of University Design and Construction
- ◆ Mitch Robinson, VP for Finance and Administration
- ◆ Rex Gandy, Provost and VP for Academic Affairs
- ◆ Ron Bailey, VP of External Affairs
- ◆ Tom Hutchins, Director of Physical Plant Operations

The B&D team that produced the Plan was comprised of the following individuals:

- ◆ Jeff Turner, Executive Vice President
- ◆ Carrie Rollman, Senior Associate
- ◆ Meg Green, Associate
- ◆ Tara Bliss, Project Manager
- ◆ Paige Shesterkin, Senior Analyst

The briefing document sets forth B&D’s findings with respect to various market conditions. The findings contained herein represent the professional opinions of B&D’s personnel based on assumptions and conditions detailed in this briefing document. B&D has conducted research using both primary and secondary information sources which were deemed reliable, but whose accuracy cannot be guaranteed.

PREFACE

In fall 2018, Austin Peay State University (“Austin Peay” or “the University”) engaged Brailsford & Dunlavey (“B&D” or the “Project Team”) to conduct a comprehensive Housing and Dining Master Plan (“the Plan”). Austin Peay’s intent for the Plan was to assess current and future housing and dining demand while developing a long-term strategy to accommodate anticipated enrollment growth.

B&D would like to thank Joe Mills and Cecil Wilson for providing day-to-day project leadership. B&D would also like to thank the following individuals who provided insight and comments throughout the process:

- ◆ Alisa White, President
- ◆ Cecil Wilson, Assistant Director of Housing Services
- ◆ Greg Singleton, Interim VP for Student Affairs and Dean of Students
- ◆ Joe Mills, Assistant VP & Director of Housing
- ◆ Marc Brunner, Director of University Design and Construction
- ◆ Mitch Robinson, VP for Finance and Administration
- ◆ Rex Gandy, Provost and VP for Academic Affairs
- ◆ Ron Bailey, VP of External Affairs
- ◆ Tom Hutchins, Director of Physical Plant Operations

The B&D team that produced the Plan was comprised of the following individuals:

- ◆ Jeff Turner, Executive Vice President
- ◆ Carrie Rollman, Senior Associate
- ◆ Meg Green, Associate
- ◆ Tara Bliss, Project Manager
- ◆ Paige Shesterkin, Senior Analyst

The briefing document sets forth B&D’s findings with respect to various market conditions. The findings contained herein represent the professional opinions of B&D’s personnel based on assumptions and conditions detailed in this briefing document. B&D has conducted research using both primary and secondary information sources which were deemed reliable, but whose accuracy cannot be guaranteed.

TABLE OF CONTENTS

1. Executive Summary
 2. Housing Market Analysis
 3. Housing Financial Analysis
 4. Dining Market Analysis
-
- A. References
 - B. Master Plan Recommendations to Senior Leadership Team
 - C. Final Recommendations to Project Committee
 - D. Interim Working Session
 - E. Focus Group Summary
 - F. Student Survey Results
 - G. Strategic Asset Value Decision Framework

1. Executive Summary



EXECUTIVE SUMMARY

AUSTIN PEAY STATE UNIVERSITY INSTITUTIONAL CONTEXT

Austin Peay State University (Austin Peay) is a public, comprehensive university located in Clarksville, TN. The University's mission is to raise the educational attainment of the region's citizenry¹. Austin Peay is committed to fulfilling its mission by offering a breadth of programs and services that address regional needs and by fostering a positive campus environment that encourages active participation in university life.

In 2015, Austin Peay completed the Leading Through Excellence Strategic Plan. This strategic plan coincided with the state of Tennessee's new Drive to 55 initiative, which seeks to increase the percentage of Tennesseans with a college degree or certificate to 55% by 2025. Austin Peay not only has a responsibility to participate in this initiative, the University is uniquely positioned to play a significant role in contributing to the state to achieve this goal. Austin Peay established ambitious growth goals in the strategic plan that strives to increase enrollment to 13,000 students by 2020 and continue to 15,000 students by 2025.

The housing and dining programs are preparing facilities and operations for anticipated enrollment growth. In Fall 2018, Austin Peay engaged Brailsford & Dunlavey, Inc. (B&D or Project Team) to provide a Housing and Dining Master Plan. B&D's approach yielded an evidence-based strategy that empowers Austin Peay to address the current needs of housing and dining and to maintain its culture of student success while growing responsibly for the future².

STRATEGIC VALUE OF HOUSING & DINING

At the onset of the project, B&D gathered university leadership and key stakeholders to conduct the Strategic Asset Value analysis (SAV). SAV is designed to reconcile practices and policies and to prepare Austin Peay for making critical decisions about the future direction of Housing and Dining. The SAV document states the program outcomes to be pursued in order to achieve the university's targeted new reality. B&D, with the confirmation and support of the project steering committee, synthesized the SAV framework into a document that defines the strategic outcomes Austin Peay must follow to achieve its new reality³. To summarize, the Austin Peay Housing and Dining programs enable the institution to carry out its mission by balancing the following priorities:

- ◆ Housing and dining must support student success,
- ◆ Housing and dining must support enrollment management goals by cultivating the student life experience that attracts and retains students,
- ◆ Housing and dining must operate financially independent from the university, and

¹ Austin Peay State University mission statement retrieved from <https://www.apsu.edu/about-apsu/mission.php>.

² Austin Peay State University strategic plan retrieved from http://www.apsu.edu/external-affairs/strategic_initiatives/StrategicPlan.php

³ Appendix G: Strategic Asset Value

- ◆ Housing and dining must align affordability with a common experience for all residents served.

HOUSING OVERVIEW

Since the 2005 housing master plan, Austin Peay has made significant capital and programmatic investments in the housing program. In 2011, the University added 416 semi-suite beds with the opening of Castle Heights. Later in 2013, Austin Peay opened three additional buildings – Governors Terrace North, Governors Terrace South, and Eriksson – adding 394 additional semi-suite beds. These developments, combined with the removal of Cross, Killebrew, Miller, Rawlins, and Marion Street Apartments, increased capacity by 312 beds. Austin Peay's investments transformed the housing portfolio to create a freshman experience that establishes the foundation for a successful college experience.

Austin Peay's housing program emphasizes the freshman experience by offering community-oriented unit types within a dense residential neighborhood close to dining, academic, and other campus resources. The university requires freshmen to live on campus, further reinforcing the program's ability to impact students' foundation for success resulting in freshmen students comprising the majority of the on-campus population. The majority of freshmen reside in Governors Terrace North, Governors Terrace South, Eriksson, Castle Heights, Sevier, Blount, or Harvill Hall. Seventy-seven percent of beds available to freshmen are the most expensive offerings of campus. These beds are also the most recent additions to campus and provide the highest quality experience among the housing portfolio.

Since the 2005 master plan, freshmen enrollment grew 12%. Freshmen enrollment has fluctuated since the 2011 strategic plan; on average, the class level grew 2% each year. From 2015 to 2016, the freshmen class grew 26% - an extreme change that has since stabilized. Following the growth in 2016, Austin Peay began placing freshmen into former sophomore-dedicated residence halls. Fifty-four percent of sophomores now reside in full-suite unit configurations in Hand Village. The remaining sophomores live across units from semi-suites to apartments. While apartments are intentionally dedicated to upper division students and non-traditional students, students of all levels reside in apartment units.

Over the last several years, the housing department has not been able to accommodate all students who want to live on campus at the start of the semester and has generated a wait-list for students wanting to live on campus. In response to this condition the housing department has entered into short-term agreements with local hotels to provide temporary living arrangements while students wait for permanent on-campus housing placement. By census day, the housing department has been able to move students from hotels into permanent on-campus housing options with a 95% average occupancy across the housing portfolio. This condition has been attributed to a significant number of students applying for housing yet not showing up to campus at the start of school or not receiving financial aid packages in time to apply towards housing costs. Housing acknowledges this placement strategy is not ideal for students' development needs; however, it is in response to a condition of unpredictability.

The off-campus market plays a significant role in supplementing Austin Peay students' housing needs, particularly at the upper division level. Ninety-one percent of upper division students live off campus. Most students choose to live off campus because the cost and quality of living spaces is perceived as more advantageous compared to the on-campus offerings available to upper division students.

HOUSING PLAN INITIATIVE

B&D assessed the internal APSU market through a web-based survey and focus group meetings and analyzed the external off-campus market through CoStar Submarket reports. The market context was filtered through the strategic objectives and decision making criteria to establish the recommendations. The housing master plan findings and recommendations are outlined below. These recommendations are intended to inform Austin Peay of current market conditions that impact the housing program as well as a strategic plan for moving the program forward. The Housing Market Analysis chapter elaborates on the data that informed this strategy.

HOUSING RECOMMENDATIONS

Accommodating Future Growth

Currently, demand exceeds housing inventory by 11 beds; however, the excess demand is not at the scale that B&D would recommend that Austin Peay build new housing. Housing must support Austin Peay's strategic plan by growing responsibly. Therefore, Austin Peay must build inventory capacity in response to growth with the following considerations.

- ◆ Excess demand should reach 300-400 beds to support new development.
- ◆ Demand will grow in alignment with enrollment growth. The following demographic characteristics will have the greatest impact on demand:
 - Increased enrollment from students outside of a 50-mile radius from the University,
 - Increased enrollment from international students, and,
 - Increased traditional student enrollment (e.g., first-time freshmen, 21 years or younger).

Financial Capacity

The Housing department has maintained a financially stable housing portfolio. However, the system is currently unable to financially support additional development while maintaining affordable rental rates. Austin Peay must increase housing's financial capacity to accommodate a future investment. B&D recommends that the Housing department implement the following:

- ◆ The Housing and Residence Life Department should grow its system debt service coverage ratio (DSCR) and cash flow to support future investment.
- ◆ The Housing and Residence Life Department should increase housing rental rates on Governors Terrance North and South, Eriksson, and Castle Heights to reduce their current adverse impact to the system's financial performance.
- ◆ Austin Peay should consider repositioning Two Rivers and Emerald Hill Apartments. The current portfolio of on-campus apartment units do not add strategic or financial value to the system. Emerald

Hill and Two Rivers' vacancy rates, lack of community amenities, and distance from campus negatively impact housing's ability to provide maximum strategic value and increased financial capacity.

Predictability of On-campus Housing

Housing is unable to strategically prepare housing capacity for incoming freshmen while maintaining operational parameters due to uncertain and timely freshmen enrollment.

- ◆ Housing must collaborate and align with the college admissions department and financial aid to improve freshmen enrollment predictability prior to the new academic year and during on-campus housing selection. This coordination will enable housing to mitigate future occupancy risk and reliance on short-term hotel leases for waitlisted students.

Program Improvements

Housing supports student success by providing students with opportunities to become more connected to the life of the university. Living and Learning Communities (LLCs) facilitate the integration between social and academic lives. LLCs entail collaboration from housing / student affairs and academic / administration roles.

- ◆ Housing should continue to take a leadership role in partnering with academic or administrative departments to develop and provide LLCs on campus. The fall 2019 implementation of several co-curricular and academic affinity LLCs serves as an opportunity for housing to establish working relationships with other departments to incorporate LLCs as a long-term program within housing.

DINING PLAN INITIATIVE

To assess the campus dining market in tandem with housing, B&D integrated dining market research into campus-wide focus group meetings and survey questions. Leveraging that campus context, B&D analyzed current dining facilities and operations to quantify current customer capture rates relative to demand; ultimately, this synthesizes dining program findings and recommendations through the strategic value criteria to align Austin Peay's dining evolution with institutional objectives. The dining master plan findings and recommendations are outlined below. The Dining Market Analysis chapter elaborates on the data that informed this strategy.

DINING RECOMMENDATIONS

Maximizing Austin Peay Dining will require a two-phased approach. These phases can be executed concurrently or consecutively; however, it is paramount that Austin Peay implement Phase I to maximize the current dining portfolio to create a financially stable partnership and position for growth.

Phase I: Austin Peay must maximize the current dining portfolio through operational efficiencies and strategically channeling meal plan customers through increased operational appeal and policies.

- ◆ Austin Peay should work with its operational dining partner, Chartwells, to assess efficiency at each individual venue across campus. The result of this process will allow Austin Peay and Chartwells to identify and implement operational improvements to maximize each dining venue's potential.
 - While reviewing efficiency, Austin Peay and Chartwells should also review the appeal and student satisfaction of each venue, particularly at underutilized concepts. As part of efficiency improvements, it is an opportune time to calibrate the menu and service style to organically attract and draw in customers.
- ◆ Meanwhile, the university should consider shifting meal plan policies to encourage meal plan students to dine at underutilized residential-focused facilities, primarily the Caf and the Terrace. This shift amplifies residential community development while expanding dining access for commuters, faculty, and staff.
 - Austin Peay should prioritize weekday lunch to shift meal plan exchange policies, which will allow the broader campus community to engage in the program through retail concepts during peak times.

Phase II: Austin Peay should expand its dining footprint in high-demand areas and traffic hubs to serve a broader collective of the campus community.

Austin Peay has an extraordinary opportunity to leverage dining as a campus cross-roads and hub of community development – for both residential students and the broader campus community. In addition to operational modifications, it is necessary to grow Austin Peay Dining's physical capacity.

To achieve the required concentration and threshold of scale necessary to financially support a dining venue, B&D recommends enhancing the dining capacity in campus hubs. This accommodates uncaptured demand in those areas and draws in demand from peripheral areas of campus that lack the scale to support a satellite dining venue. Figure 1 highlights the two campus zones ideally positioned for additional dining capacity.

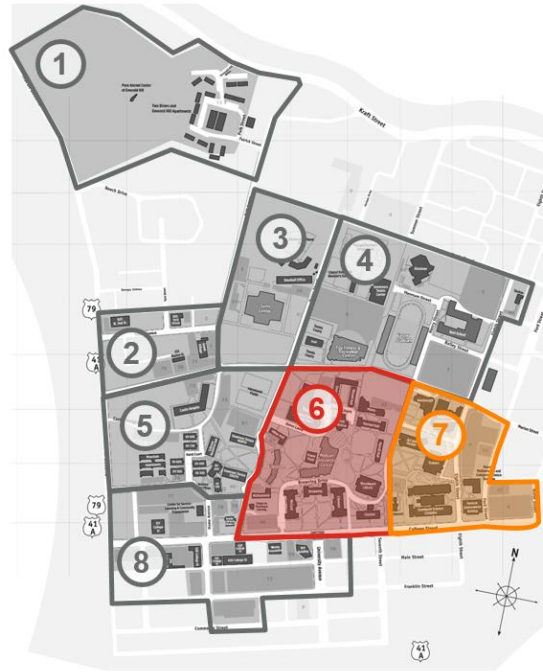


FIGURE 1 – AUSTIN PEAY DINING – REQUIRED GROWTH AREAS

- ◆ **Zone 6** is Austin Peay's campus hub that contains several campus-life facilities and is a natural campus crossroads between housing, academics, administrative, and athletic areas. B&D recommends developing additional retail capacity to appeal to the broader campus community. Given the physical constraints of this central area of campus, B&D suggests leveraging existing facilities that could be repurposed. For example, the campus bookstore is ideally positioned proximate to existing dining locations, but independent from the student union, which would diffuse some of the crowding while still supporting a hub of campus activity and community gathering.
- ◆ **Zone 7** is Austin Peay's academic hub, with high dining demand during the week, correlating with academic activity. Given the unique needs of dining within a busy academic environment, Austin Peay should optimize the existing Elements location by increasing fresh grab-and-go options at affordable price points, assuming the facility infrastructure allows.

However, the dining demand density of this zone will require Austin Peay to build a new retail concept to adequately accommodate the demand, menu variety, and speed of service necessary to serve needs of the academic hub. As such, Austin Peay should work in parallel with university planning to proactively identify new development and integrate dining concepts and the required infrastructure to create a successful facility.

HOUSING AND DINING MASTER PLAN NEXT STEPS

HOUSING NEXT STEPS

- ◆ Establish regular coordination with admissions to align enrollment – especially first time, freshmen – with housing placement.
- ◆ Conduct a facilities assessment of the residence halls recommended to remain within the housing portfolio to determine condition and remaining utilization of these properties.
- ◆ Implement sophomore targeted living and learning communities (LLCs) that focus on the transition from fundamental skills for success to creating early leadership opportunities that foster independence.
- ◆ Implement a rental rate strategy for Governors Terrace North and South, Eriksson, and Castle Heights.
- ◆ Consider opportunities for selling Emerald Hill and Two Rivers Apartments or repositioning these assets for other university uses.

DINING NEXT STEPS

- ◆ Engage Chartwells to conduct an efficiency review of existing dining operations
- ◆ Work with Chartwells to increase the Caf appeal and adjust meal plan exchange policies to redirect meal plan holders during peak lunch time
- ◆ Submit space allocation requests for campus core and academic hubs to accommodate the need for additional facility capacity

2. Housing Market Analysis



HOUSING MARKET ANALYSIS

PROCESS AND METHODOLOGIES

B&D employed both qualitative and quantitative research methods to complete this analysis. B&D used information that resulted from institutional data, focus group meetings, a comprehensive on-line survey, and an off-campus market analysis to understand the current housing market dynamic and demand for on-campus housing. Eight hundred and eight Austin Peay students participated in the web-based survey (12% response rate)⁴. The survey sought to understand overall housing satisfaction, impact of student housing on students' experience at the University, experiences in the off-campus market, and existing demand for on-campus housing. The data from the survey, in combination with enrollment trends, existing housing conditions, and the off-campus market analysis informed B&D of the conclusions expressed in the Housing Market Analysis.

CAMPUS CONTEXT

AUSTIN PEAY DEMOGRAPHIC TRENDS

Since Austin Peay published the Leading Through Excellence Strategic Plan in 2015, enrollment grew 4%. On average, total enrolment grew <1% each year.

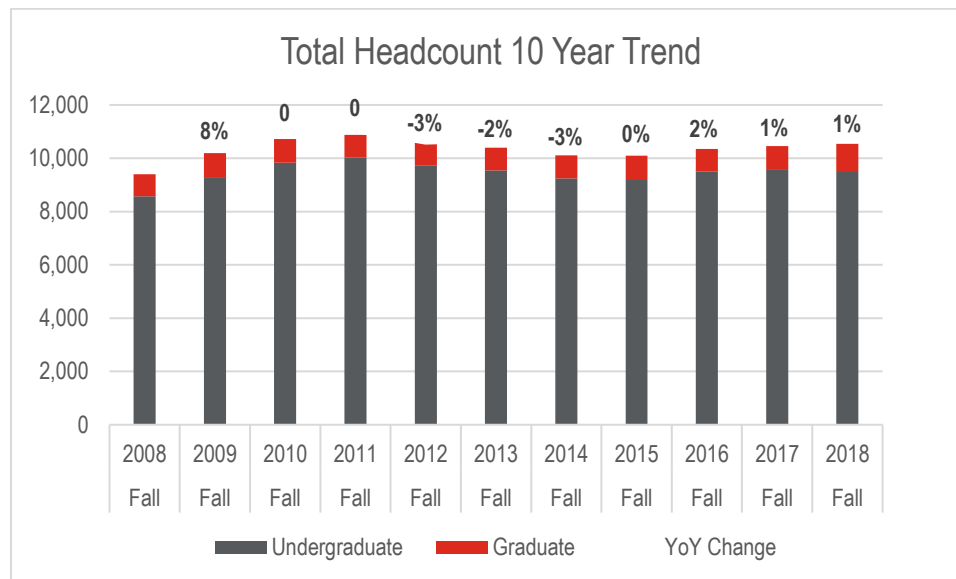


FIGURE 1 - 10 YEAR ENROLLMENT TREND

⁴The 2018 Austin Peay State University Housing and Dining Campus Survey yielded 3% margin of error with a 95% Confidence Level. These metrics fall within Braisford & Dunlavey's standards for statistically valid data.

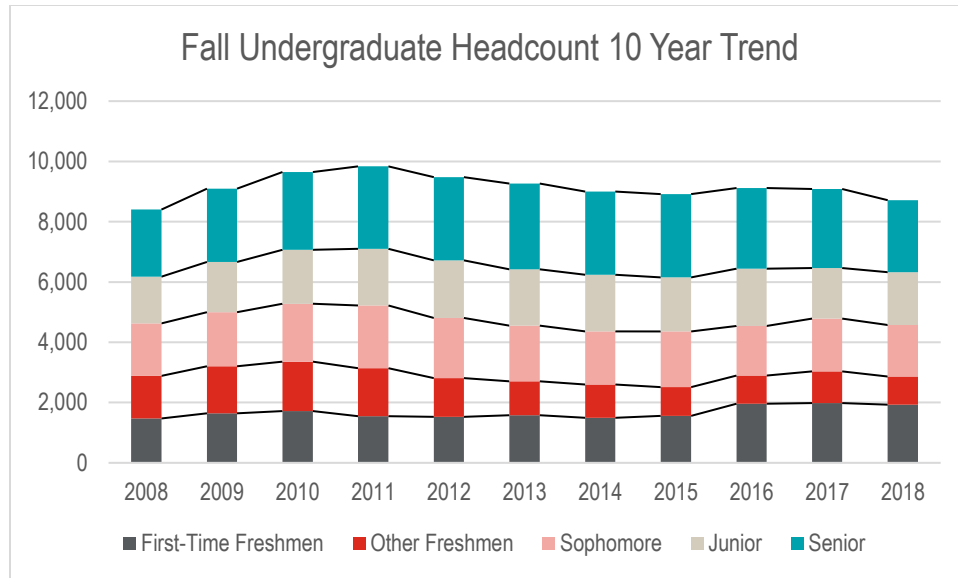


FIGURE 2 - UNDERGRADUATE ENROLLMENT TREND

In order for Austin Peay to achieve its 13,000 headcount goal by 2020, the university would have needed to grow 4% each year. To realign to the institution goal, Austin Peay must grow between 10 – 11% each year beginning in Fall 2019.⁵ Enrollment uncertainty presents a risk to the housing program’s ability to strategically prepare and accommodate future growth.

ON-CAMPUS HOUSING

Austin Peay provides on-campus housing to deliver the support system freshmen need to be successful throughout their time at the University and beyond. Additionally, housing is provided to support institutional enrollment goals through competitive, affordable options. The survey data revealed that Austin Peay achieves these goals. According to the survey, 62% of students acknowledged that the availability of on-campus housing contributed to their decision to attend Austin Peay. The availability of housing was especially important to freshmen and international students. Overall, 94% of students reported high satisfaction and attributed housing to many aspects of their success and satisfaction at Austin Peay.

⁵ Austin Peay State University. (2018, June 1) *Revised Enrollment Goals*.

HOW STUDENTS VALUE THE AUSTIN PEAY HOUSING EXPERIENCE	
Helped acclimate me to life at Austin Peay.	96%
Provided me with a safe, secure environment.	95%
Provided me with a convenient living option.	95%
Introduced me to new friends.	92%
Had a positive influence on my academic performance.	86%
Provided me with a sense of community.	85%
Helped me learn about people different from me.	85%
Encouraged me to become more involved at Austin Peay.	83%
Provided me with leadership opportunities.	77%
Provided me with a cost effective living option.	70%

FIGURE 3 - SURVEY DATA "HOW HAS HOUSING INFLUENCED YOUR APSU EXPERIENCE"

INVENTORY AND OCCUPANCY

Austin Peay’s housing portfolio consists of seven semi-suite configured residence halls, one full-suite configured residence hall, and three apartment communities. Four buildings, Governors Terrace North and South, Eriksson, and Castle Heights, are the newest additions to the housing portfolio within the last 10 years. The average age of legacy properties, which include Blount, Sevier, Harvill, Hand Village, Emerald Hill Apartments, Two-Rivers Apartments, and Meacham Apartments, is about 40 years. B&D did not complete a comprehensive facilities assessment; however, based on insight from the housing and facilities department, these properties appear to be in operational condition for the time being.

Castle Heights, Governors Terrace North and South, Eriksson, Hand Village, and Meacham Apartments make up the core residential neighborhood. Located in the southwest area of campus, over half of the on-campus population resides in this neighborhood--across semi-suites, full-suites, and two-bedroom apartments. Blount, Sevier, and Harvill halls are located more central to campus. These are the oldest facilities on campus dating over 50 years. Emerald Hill and Two Rivers are the located the furthest away from central campus. One, two and three-bedroom apartments house predominantly upper division and non-traditional students. According to survey data, students were satisfied across all residence halls; however, Two Rivers students were the least satisfied. Residents referenced proximity to classes, dining, campus amenities, and other students as reasons that contributed to their low satisfaction.

HOUSING MARKET ANALYSIS

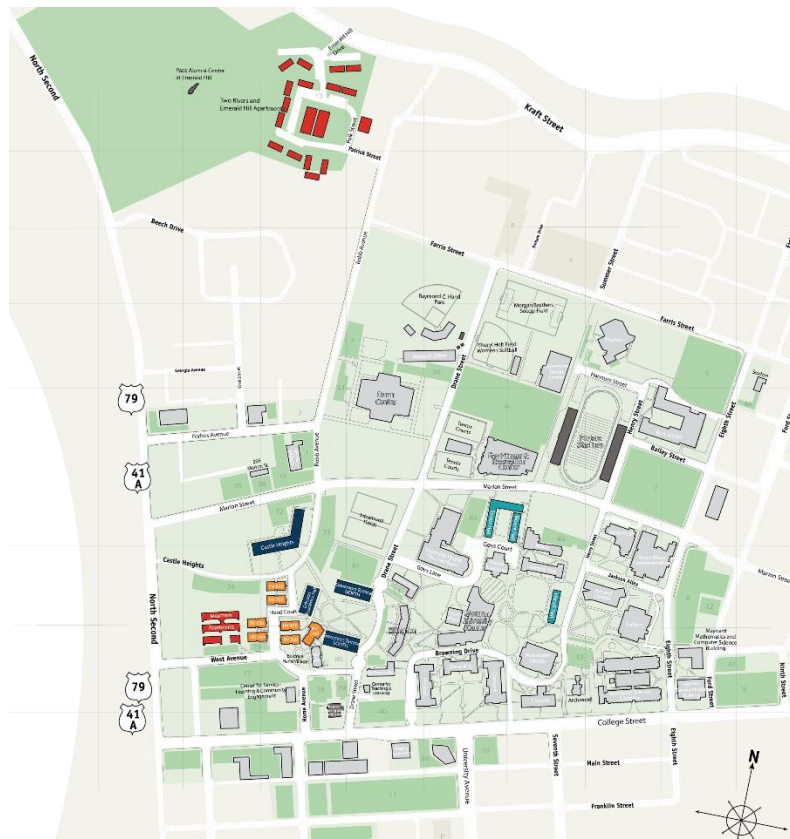


FIGURE 4 - CAMPUS MAP

In Fall 2018, students occupied 94% of the housing inventory.⁶ The following table illustrates capacity and occupancy rates for the past year.

⁶ Austin Peay State University – Housing / Residence Life & Dining Services. (2018, October 10) *Current Occupancy Level*.

HOUSING MARKET ANALYSIS

RESIDENCE HALL	UNIT TYPE	CAPACITY	OCCUPIED	OCCUPANCY RATE (%)
Castle Heights	Semi-Suite	416	398	96%
Blount Hall	Semi-Suite	87	67	77%
Governors Terrace - North	Semi-Suite	139	130	94%
Governors Terrace - South	Semi-Suite	137	127	93%
Sevier Hall	Semi-Suite	202	183	91%
Eriksson	Semi-Suite	125	110	88%
Hand Village	Full Suite	303	290	96%
Meacham Apartments	Apartment	204	194	95%
Harvill Hall	Semi-Suite	64	54	84%
Emerald Hill - Old	Apartment	80	77	96%
Emerald Hill - New	Apartment	16	7	44%
Two Rivers Apartments	Apartment	39	33	85%

FIGURE 5 - FALL 2018 HOUSING INVENTORY & OCCUPANCY

All full-time freshmen single students under twenty-one (21) years of age not residing with their parents or legal guardians must reside in on-campus housing. Freshmen make up 67% of the on-campus population. The live-on requirement enables Austin Peay to have significant impact on fostering student success.

CLASS YEAR	HOUSING OCCUPANCY	AUSTIN PEAY ENROLLMENT	ON-CAMPUS HOUSING CAPTURE RATE
FRESHMAN, FIRST YEAR	1,088	1,930	56%
SOPHOMORE, SECOND YEAR	304	1,712	18%
JUNIOR, THIRD YEAR	156	1,748	9%
SENIOR, FOURTH YEAR	82	2,389	3%
TOTAL	1,630	7,779	21%

FIGURE 6 – FALL 2018 ON-CAMPUS HOUSING CAPTURE RATE

Austin Peay prioritizes maintaining affordable rental rates for on-campus housing. The administrators adopted a system based financial model that stratifies rental rates into two tiers – new facilities (high rates) and old facilities (low rates). Rental rates cover a semester of housing and include furnishings, electricity, water, Internet, and parking. Non-traditional students living in Emerald Hill Apartments have the option to lease units per month. The following table summarizes the 2018/2019 academic year housing rates.

	BLOUNT HALL	SEVIER HALL	HARVILL HALL	CASTLE HEIGHTS	GOVERNORS TERRACE (NORTH & SOUTH)	ERIKSSON HALL	HAND VILLAGE	MEACHAM APARTMENTS	TWO RIVERS APARTMENTS
Rental Rates (Per Semester)									
Single Occupancy	\$4,140	\$4,140	\$4,140	\$5,100	\$5,100	\$5,100	\$4,140	\$4,140	\$4,140
Double Occupancy	\$2,900	\$2,900	\$2,900	\$3,450	\$3,450	\$3,450	\$2,900	\$2,900	\$2,900

EMERALD HILL APARTMENTS	RENTAL RATE	RATE TERM
1-Bedroom (Single Occupancy)	\$3,750	Semester
1.5-Bedroom (Single Occupancy)	\$3,900	Semester
1-Bedroom	\$670	Monthly
2-Bedroom	\$740	Monthly
RA - 1BR	\$670	Monthly
RA - 2 BR	\$740	Monthly
2-Bedroom	\$820	Monthly
3-Bedroom	\$870	Monthly

FIGURE 7 - ON-CAMPUS HOUSING RENTAL RATES

OFF-CAMPUS HOUSING

The off-campus market plays a significant role in supplementing housing needs for Austin Peay students. Approximately, 80% of Austin Peay students live in off-campus housing. Students are price sensitive; as such, many students attributed cost of housing as the priority factor in housing decisions. Austin Peay offers on-campus housing at a price point that is competitive with the cost of the off-campus market; however, the expanded options and amenities available off campus create more pressure on the on-campus housing costs.

B&D surveyed students through focus groups and the web-based survey to understand the on-campus and off-campus housing dynamic from first-hand experience. Students in the focus group considered many off-campus communities, including 608 Main, University Landing, and The Verge, to be quasi-on-campus housing options. Students felt like off-campus options were competitive in price but offered higher quality living spaces and amenities as well as limited rules and regulations. The survey data confirmed this sentiment with 95% of students reporting that they favored their off-campus experience compared to their living arrangement on campus.

The survey data suggested that 51% of students are paying less to live off campus. The table below illustrates the comparison of off-campus renters' cost of living (includes rent and utilities) and the on-campus options' cost.

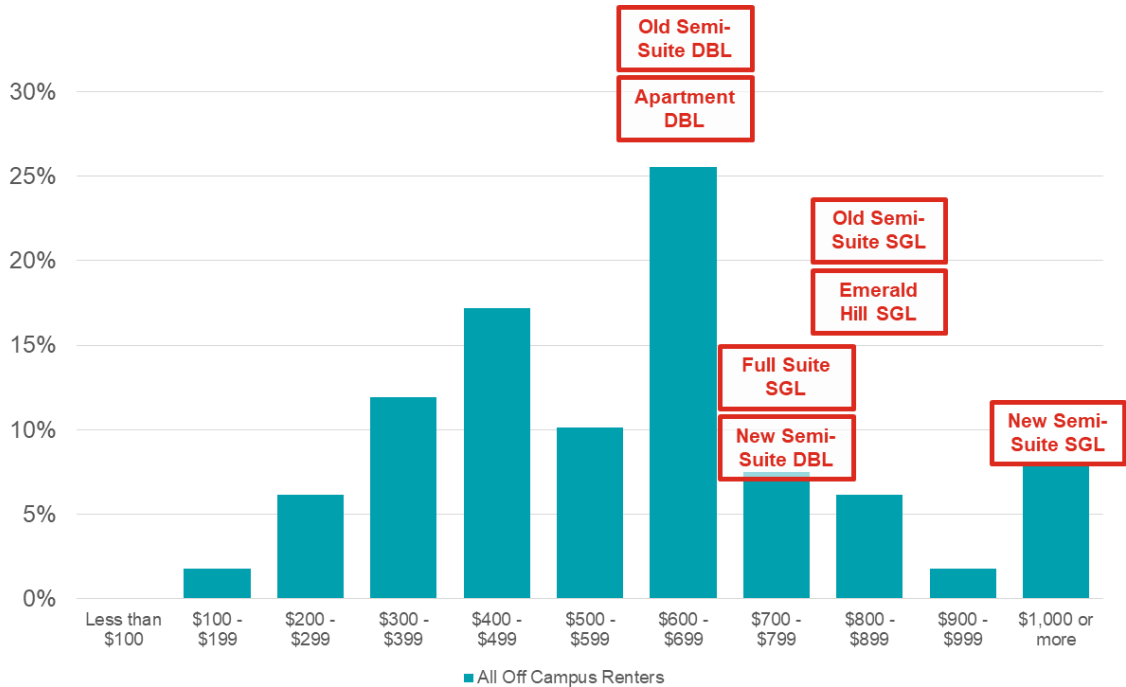


FIGURE 8 - SURVEY DATA "OFF-CAMPUS COST OF LIVING COMPARED TO ON-CAMPUS"

The project team analyzed the market in terms of unit types, rental rates, available amenities, and occupancy rates to understand the competitive context of the off-campus market relative to Austin Peay’s housing. Based on survey data, most students rent units or bedrooms in multi-family facilities. This analysis includes the market information on properties within the immediate, surrounding area of Austin Peay’s campus, which consists of 27 multi-family properties. The chart below demonstrates average rental rates available in the Clarksville market on per-room basis. This information aligns with data reported by Austin Peay students in the survey.

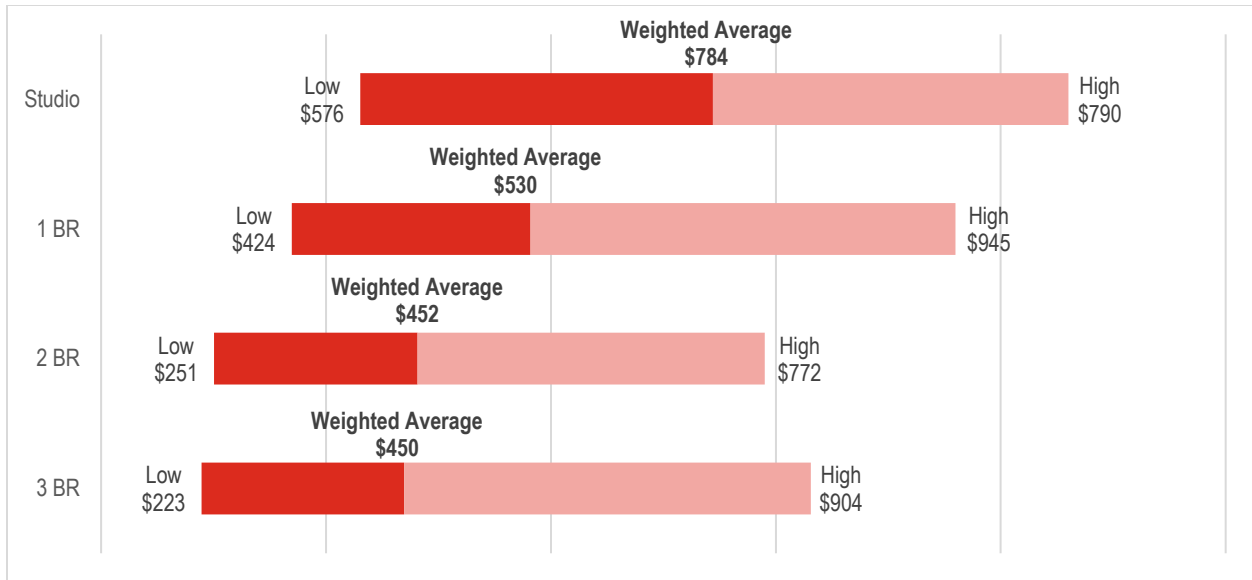


FIGURE 9 - OFF-CAMPUS MULTI-FAMILY RENTAL RATE AVERAGES PER BED⁷

The multi-family market consists of a variety of properties that range from basic garden-style apartments to luxury, purpose-built student housing. On average, the facilities are 38 years old and about 18% were built in the last decade. Approximately, 92% of the market is actively occupied. B&D estimates Austin Peay students occupy the majority of the available properties within this immediate area.

The off-campus market includes three purpose-built student housing properties. These include The Verge, 608 Main, and University Landing. The Verge and 608 Main are the two newest additions to the market. Generally, purpose-built student housing properties offer expanded amenities including lounges, utilities, and flexible lease terms such as individual leases per month versus per unit. These rents tend to skew higher on the rental range with an average monthly rate of \$715. At the time of this survey, the student housing properties maintained 100% occupancy. These properties market specifically to Austin Peay students. Their marketing reinforces students’ sentiment for the off-campus market; off-campus properties feel like an extension from campus with the added benefits of amenities, higher quality living spaces, and limited rules and regulations. The survey data estimates approximately 32% of off-campus Austin Peay students live in these properties.

DEMAND

B&D assessed students’ housing preferences through a web-based survey that offered a range of unit types, including Austin Peay’s existing portfolio and proposed new units, at a variety of price points. B&D applied demographic filters to ensure that demand projections represent only those students with a high probability of living on campus.

⁷ Costar. (2018, September 5). *Multi-Family Market Report - Clarksville Submarket*.

Single Students

- ◆ Single without children / dependents
- ◆ Full-time enrolled students
- ◆ Currently living in on-campus housing
- ◆ Living off campus paying equal or more than \$500 per month

B&D excluded students' demand preference from the survey responses if they did not satisfy these criteria. Based on the firm's experience, those students are the least likely to live in on-campus housing.

B&D applied an additional factor to ensure the demand represents the institution's risk tolerance for providing housing to various market segments and within the context of market conditions. An occupancy coverage ratio (OCR) reflects a quantitative value to apply to demand figures. B&D allies OCR by dividing demand projections by each class level's OCR factor. This yields the recommended housing program. The following OCR values allow for conservative demand projections based on Austin Peay's tolerance for occupancy risk:

Austin Peay State University Occupancy Coverage Ratio

- ◆ Freshmen 1.05x
- ◆ Sophomores 1.15x
- ◆ Juniors 1.50x
- ◆ Seniors 1.50x
- ◆ Graduate Students 1.75x

TESTED UNITS & PRICE POINTS

B&D provided a description of the proposed units and rental rates (expressed in 2018 dollars) in the student survey. Students were randomly selected to receive demand questions from a high price point and low price point. The table below demonstrates the two pricing tiers tested on the survey. To remain conservative, B&D tested the proposed units with the higher rental rate structure for demand projections.

HOUSING MARKET ANALYSIS

RESIDENCE HALL REFERENCE	UNIT TYPE	LOW RATE		HIGH RATE		PREMIUM
Blount, Harvill, Sevier	Old Semi-Suite	\$2,900	Affordable Rate	\$2,900	Affordable Rate	N/A
Blount, Harvill, Sevier	Old Semi-Suite Single	\$4,140	Affordable Rate	\$4,140	Affordable Rate	N/A
Hand Village	Old Full Suites Single	\$3,550	Affordable Rate	\$3,550	Affordable Rate	N/A
Emerald Hill	Old 1.5 BR Apt. Single	\$3,750	Affordable Rate	\$3,750	Affordable Rate	N/A
Two Rivers, Emerald Hill, Meacham	Old 2 BR Apt. Double	\$2,900	Affordable Rate	\$2,900	Affordable Rate	N/A
Castle Heights, Eriksson, Governors Terrace	Semi-Suite Double	\$3,450	Low Rate	\$4,100	High Rate	19%
Castle Heights, Eriksson, Governors Terrace	Semi-Suite Single	\$5,100	Low Rate	\$5,900	High Rate	16%
Proposed New Construction	New Full Suite Double	\$3,800	Low Rate	\$4,700	High Rate	24%
Proposed New Construction	New Full Suite Single	\$4,900	Low Rate	\$5,800	High Rate	18%
Proposed New Construction	New 2 BR Double	\$4,500	Low Rate	\$5,500	High Rate	22%
Proposed New Construction	New 2 BR Single	\$5,600	Low Rate	\$6,700	High Rate	20%
Proposed New Construction	New 4 BR Single	\$5,100	Low Rate	\$6,100	High Rate	20%

FIGURE 10 - SURVEY TESTED RENTAL RATES

STUDENT DEMAND

Using survey data and fall 2018 enrollment figures, B&D’s demand model projected 12 beds of additional capacity for on-campus housing. Students had the option to select housing absent of housing policies and placement practices. As such, many freshmen selected to live off-campus or in unit types that are not aligned with housing placement practices. Initial demand calculations suggested that fewer freshmen would live on campus, if given the option. This information suggested Austin Peay’s freshman live-on requirement functions to the university’s advantage by securing occupancy risk. The following table reconciles demand with housing policies including the live-on requirement and housing placement by class level to show the most accurate depiction of the recommended program.

FALL 2018 ASSUMPTIONS		CURRENT		RECOMMENDED		DEMAND RECONCILIATION			
Class Level	Enrollment	Target Capture	Program (Beds)	Target Capture	Program (Beds)	Old Semi-Suite ¹	New Semi-Suite ²	Full Suite ³	Apartment ⁴
Freshman	1,930	56%	1,088	56%	1088	353	735	0	0
Sophomore	2,646	11%	304	19%	492	0	66	426	0
Junior	1,748	9%	156	10%	180	29	23	29	98
Senior+	2,389	3%	82	2%	36	7	4	14	11
Total	8,713	19%	1,630	21%	1,795	389	828	469	109
Current Housing Inventory					1,807	353	812	303	339
Net Demand					12	(36)	(16)	(166)	230

FIGURE 11 - CURRENT STUDENT DEMAND

DEMAND RECONCILIATION

The current demand exceeds housing's existing capacity but not at the scale that B&D would recommend Austin Peay support through additional development. Austin Peay can accommodate today's demand through strategic housing placement by target market. Austin Peay prioritizes the freshman and sophomore target market; therefore, the project team reconciled demand to align target market with unit types conducive to fostering student success and maximizing exposure to academic and social resources.

- ◆ Current semi-suite inventory accommodates all freshmen students.
- ◆ Sophomore demand can be accommodated through remaining semi-suite and full-suite inventory. This yields 123 additional sophomore demanded beds.
- ◆ Upper division students were less likely to demand on-campus housing. Demand placement in apartments yields 230 remaining beds of on-campus inventory.

ENROLLMENT IMPACT TO DEMAND PROJECTIONS

As enrollment continues to grow, demand will grow at the same pace if all existing demographic characteristics remain constant. As Austin Peay continues to grow, the housing department should align with admissions stakeholders to evaluate shifts in application and demographic trends. The following trends will have the greatest impact on housing demand:

- Expanded recruitment from immediate 50-mile radius to national and international
- Increased enrollment of traditionally-aged students
- Increased enrollment of students with a higher caliber academic profile

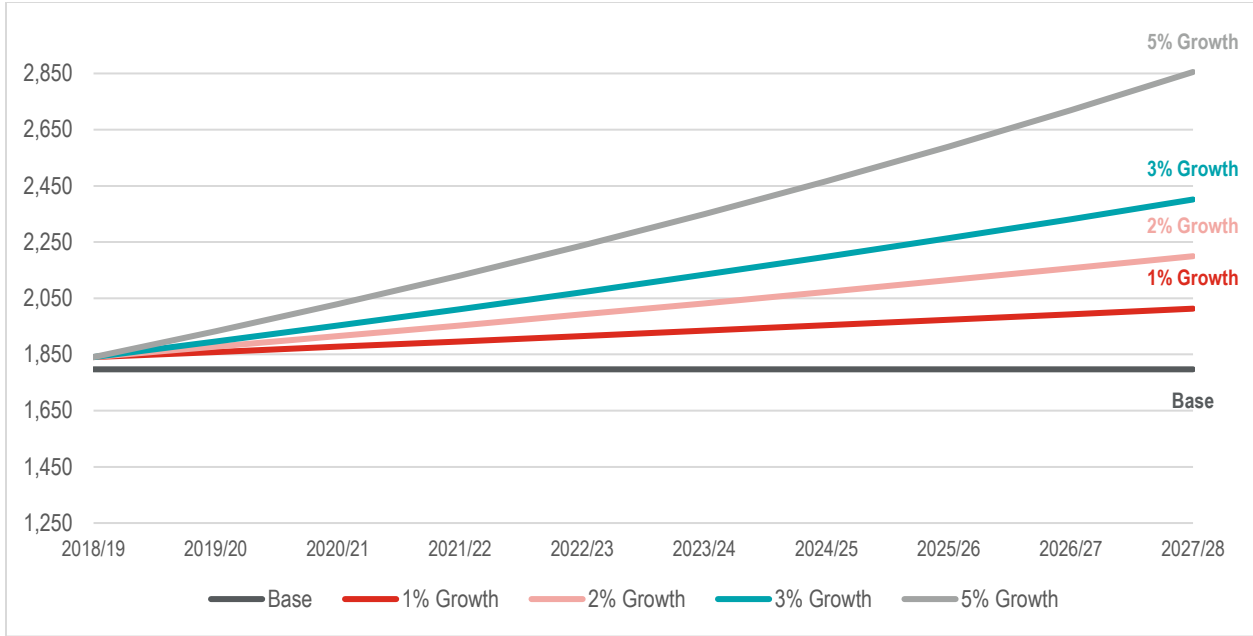


FIGURE 12 - DEMAND SENSITIVITY ANALYSIS BASED ON ENROLLMENT GROWTH RATES

SUMMARY OF FINDINGS

Austin Peay’s housing program has been challenged to create a solution for housing pressure due to enrollment growth with resources limited by market affordability and the requirement to operate without institutional financial support. Housing has maintained a program that meets its operational requirements and balances priorities. Housing has the opportunity to prepare for future growth by establishing a financial position that enables the system to support future investments while still maintaining affordability. Simultaneously, it is imperative that housing continues to create an experience that positively impacts students’ desire to live on campus and experience the benefits Austin Peay housing provides.

3. Housing Financial Analysis



FINANCIAL ANALYSIS

B&D developed a financial model that details the expenses, revenues, and affiliated debt with each facility in the housing portfolio to evaluate Austin Peay's current and projected operating performance.

EXPENSE MANAGEMENT

Currently, the housing program operates within its operational and financial requirements. Students are satisfied, the housing inventory is 94% occupied, and the system produces sufficient cash flow to cover current expenses and debt obligations.

B&D identified opportunities in the housing department's existing budget and expense management process that will enable Austin Peay to more effectively manage on-going operating expenses to increase capacity for large capital projects in the future. B&D recommends Austin Peay to implement the following operational changes:

- Housing and Residence Life should maintain a housing Repair and Replace (R&R) reserves fund for small capital improvement projects, deferred maintenance, and furniture, fixtures, and equipment (FF&E). Austin Peay currently contributes over 11% to an R&R fund. B&D recommends implementing the following reserve fund practices.
 - Contribute 10% of revenues to R&R fund annually and maintain the following reserve fund balance minimum requirements:
 - 1.25x year maximum annual debt service; or,
 - 1 year maximum debt service + 3 months operating expenses
 - Establish a schedule of projects with timing and cost estimates for R&R fund to support.
- The Housing and Residence Life Department should establish a capital projects fund. Excess cash flow after operating expenses, debt service payments, and R&R fund contributions should be contributed to this fund. Over time this fund is intended to support major capital investments.

4. Dining Market Analysis



DINING MARKET ANALYSIS

DINING OVERVIEW

Austin Peay's community can be categorized by three dining markets characterized by various dining behaviors and needs.

- ◆ Residential students are the primary target market – those who are required to participate in a meal plan and reside on campus throughout the semester.
- ◆ Commuter students, faculty, and staff represent the secondary market – those who are predominantly engaged in campus life Monday through Friday during the academic day.
- ◆ Dining's tertiary market is campus visitors – those who may be visiting campus for an athletic event, meeting, or other activity.

Austin Peay's current dining program has ten dining venues proximate to key campus hubs – housing, student life assets such as the Student Union, and academic facilities. The venues offer a variety of service styles, branded and non-branded concepts, and menu options that range from fresh customizable options to quick grab-and-go selections as well as pre-prepared and pre-packaged options.

- ◆ The primary all-you-care-to-eat (AYCTE) dining venue, The Caf, provides an open selection to accommodate a variety of dietary preferences.
- ◆ Three convenience stores offer pre-packaged foods and sundry items.
- ◆ Six retail concepts provide a blend of national brands (e.g., Starbucks, Papa John's, and Chick-fil-A).

Figure 1 below identifies current dining locations.

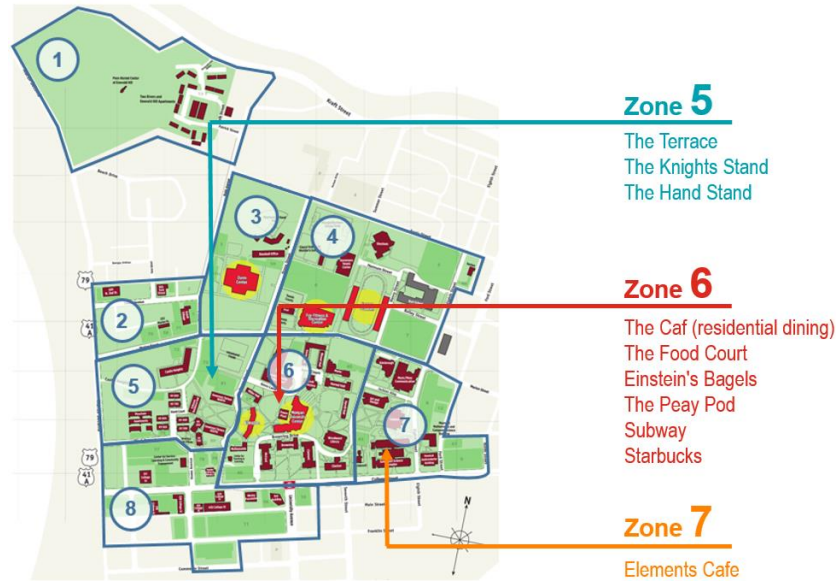


FIGURE 1 – AUSTIN PEAY CAMPUS DINING LOCATIONS

Austin Peay requires freshman residential students to participate in a meal plan program. Freshmen have the option of five plans that allow students to scale the quantity of meal swipes and price points. All residential meal plans are allotted dining dollars, which can be used at any of the on-campus retail dining facilities. Additionally, three of the five freshman residential plans allow for unlimited meal swipe access to The Caf as well as allotting a daily meal exchange. The daily meal exchange permits students to use a traditional meal swipe at any of the retail dining facilities across campus.

To maximize the dining program as a strategic campus asset, the primary and secondary markets must be accommodated through adequate physical and operational capacity to facilitate campus engagement.

DINING FINDINGS

Key Finding: **Meal plan holders, predominantly residential students, are satisfied with the current dining program; however, this satisfaction coupled with meal plan flexibility produces a residential saturation of the existing dining portfolio.**

B&D conducted a campus-wide survey to evaluate various aspects of the housing and dining market and analyzed existing facility capacity and operations, focusing on demand and capacity to position housing and dining for future growth.

Based on meal plan enrollment in the spring semester of 2017, a small minority, roughly one sixth (16%) of the campus population, was enrolled in a meal plan – 14% residential plans and 2% commuter plans. Survey results indicated that of those enrolled in a meal plan, a large proportion (85%) are either satisfied

or very satisfied with the current dining program. This represents very positive satisfaction from dining's primary target market and has supported the overall residential experience.

However, the flexibility of the most popular meal plan options, the unlimited meal plans, has created a unique market dynamic across the dining program. Meal plan customers make up a cannibalizing portion (78%) of all campus dining sales. This primary market's dining program saturation, particularly during peak lunch time has constrained Austin Peay Dining's ability to serve the broader campus market and maximize dining as a strategic asset.

Key Finding: The overall dining portfolio is lacking the facility and operational capacity to serve the primary and secondary market; this inhibits the university from fully leveraging campus dining as a strategic asset.

Austin Peay's dining program, like many of its peers, is operated by a third-party dining partner, Chartwells Higher Education (Chartwells). Chartwells collects all revenue and shares a commission with Austin Peay to cover the university's indirect cost of hosting a third-party provider on campus. While the university administers the contract, it is Chartwell's responsibility as the operational partner, to work with the institution to maximize operational efficiency and bring innovative ideas to the partnership. Not only does this support revenue generation, but it also allows increased customer throughput – meaning more customers can be served in a given time period. This typically produces higher participation and satisfaction, which builds a dining program's foundational value.

Operational efficiency is a dynamic target and requires synergies across several elements – labor efficiency and training, optimal equipment, conducive front- and back-of-the-house layout, clear and simple menus to support customer decision making, effective customer service, and several other factors. In a high-level review of existing efficiency, B&D identified several indicators of less than optimal efficiency, particularly in the Terrace and the Caf. For example,

- ◆ Financially, both venues are operating at a net loss. Based on fiscal year 2018 financial statements, the overall portfolio has positive cash flow; however, these two facilities operate at a combined loss of almost \$600,000.
- ◆ Labor efficiency metrics, such as meals per labor hour, illustrate the Caf at three meals per labor hour and the Terrace at 6.2 meals per labor hour. This is highly inefficient relative to peer operations.

Austin Peay's physical dining capacity is limited on a portfolio level; however the operational inefficiency of the Caf and the Terrace yield untapped facility capacity to serve and seat additional customers at peak lunch. One facility metric to assess physical capacity is analyzing the number of seats per customer at peak time. To account for seating inefficiency and customer groupings, the standard seating design accommodates 1.25 – 1.75 seats per customer. The Caf currently yields 2.5 seats per customer and the Terrace yields roughly 15 seats per customer at peak time. This identifies an operational and facility opportunity to accommodate additional customers in these two facilities during the peak lunch rush.

DINING MARKET ANALYSIS

	Food Court	The Caf	Woodward Library Starbucks	Subway	Einsteins	The Terrace
Peak Lunch Hour 12pm-1pm (mon-sun)	1,544	1,084	400	455	284	98
Monday Assumption (25%)	386	271	100	114	71	25
Seats	224	268	20	52	82	160
Dine-in %	40%	80%	10%	20%	50%	85%
Time in Seat	30 min	30 min	30 min	30 min	30 min	30 min
Seats Per Person @ peak time	2.9	2.5	4.0	4.6	4.6	15.4
Servery SF	1,391	1,621	182	179	127	853
Time in Servery	10 min	10 min	10 min	10 min	10 min	10 min
Servery SF Per Person at Peak Time	22	36	11	9	11	209

FIGURE 2 – AUSTIN PEAY FACILITY CAPACITY AND PEAK CUSTOMER UTILIZATION

Meanwhile, as illustrated in figure 2, the other facilities on campus are maximizing their capacity and cannot serve or accommodate additional customers during the popular lunch window without facility renovations.

Key Finding: A significant amount of uncaptured dining demand exists across campus.

A critical component of the campus-wide survey allowed B&D to assess dining demand. Campus dining must be responsive to students' primary dining driver – convenience. Campus traffic patterns are largely dictated by functional drivers – where students live, how they get to campus (parking), and where and when they have campus commitment (academics). Accounting for this dynamic environment, B&D developed campus zones based on facility functions and walking proximity. B&D tested dining demand based on this zone structure through the campus survey and applied behavioral filters to Austin Peay's current population.

This proven methodology ultimately quantified a significant amount of uncaptured dining demand across campus. Figure 3 illustrates the current dining customer utilization across meal periods compared to the uncaptured demand across campus.

DINING MARKET ANALYSIS

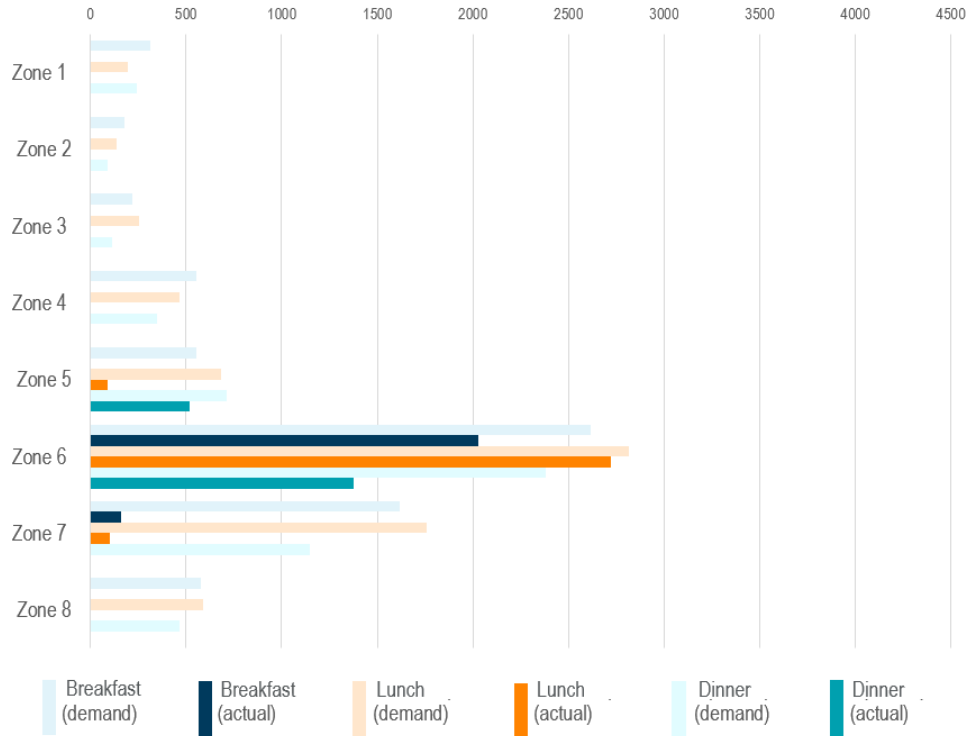


FIGURE 3 – AUSTIN PEAY DINING DEMAND AND CURRENT CAPTURE RATE

This analysis highlights two key factors:

1. Austin Peay’s current dining facilities are appropriately aligned with high-demand areas; and,
2. There is untapped demand across campus, including within zones with existing dining hubs.

Given the dispersion of uncaptured campus dining demand across Austin Peay’s campus, it is important to note that there is a minimum concentration and threshold of demand to produce the scale required to financially support a fully-staffed dining concept.

As Austin Peay positions itself for enrollment growth, this uncaptured demand will grow proportionally with on-campus course enrollment.

A. References



Fall Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Notes
New Freshmen	1718	1551	1522	1582	1494	1554	1963	1983	2120	2200	2300	2400	2400	2400	2400	2400	
Cont. Freshmen	1639	1584	1291	1119	1104	958	935	1053	1084	1191	1224	1280	1336	1336	1336	1336	
TOTAL Freshmen	3357	3135	2813	2701	2598	2512	2898	3036	3204	3391	3524	3680	3736	3736	3736	3736	
Sophomore	1922	2090	1997	1854	1762	1847	1648	1748	1878	2044	2258	2432	2539	2578	2578	2578	
Junior	1788	1876	1909	1870	1883	1794	1896	1681	1749	1878	2044	2258	2432	2539	2578	2578	
Senior	2586	2735	2756	2846	2760	2762	2762	2625	2346	2449	2629	2861	3162	3404	3555	3609	
Special UG	182	184	260	279	243	269	397	501	600	700	800	900	1000	1000	1000	1000	
Dual	129	142	191	232	200	222	332	451	550	630	720	810	900	900	900	900	90% of Special UG Populations
Graduate	888	853	862	849	865	915	831	872	960	1257	1509	1509	1509	1509	1509	1509	
Grand Total	10723	10873	10597	10399	10111	10099	10432	10463	10737	11719	12764	13640	14378	14766	14956	15010	

The items highlighted in yellow were updated to match the APSU Enrollment profile trends on the DSIR webpage.

The items highlighted in blue were verified again the APSU Enrollment profile trends on the DSIR webpage.

AUSTIN PEAY STATE UNIVERSITY
Housing/Residence Life & Dining Services
Occupancy Report
FALL 2018 (10/10/2018)

CURRENT OCCUPANCY LEVEL

HALL/APT.	SINGLE			DOUBLE			ALL		
	CAPACITY	OCCUPIED	PERCENT	CAPACITY	OCCUPIED	PERCENT	CAPACITY	OCCUPIED	PERCENT
BLOUNT	21	16	76%	66	51	77%	87	67	77%
CASTLE HEIGHTS	10	9	90%	408	389	95%	418	398	95%
EMERALD HILL	47	46	100%	0	0	0%	47	46	98%
ERIKKSON	4	4	100%	116	106	91%	120	110	92%
GT-NORTH	5	5	100%	132	123	93%	137	128	93%
GT-SOUTH	5	5	100%	130	122	94%	135	127	94%
HAND VILLAGE	303	290	96%	0	0	0%	303	290	96%
HARVILL	15	10	67%	49	43	88%	64	53	83%
MEACHAM	7	6	86%	196	167	85%	202	173	86%
SEVIER	13	12	92%	189	171	90%	202	183	91%
TWO RIVERS	1	1	100%	38	32	84%	39	33	85%
TOTAL:	431	404	94%	1324	1204	91%	1754	1608	92%

NON-TRAD	# BEDROOMS	CAPACITY	OCCUPIED	PERCENT
EMERALD HILL	ONE BEDROOM	21	18	86%
	TWO BEDROOM (OLD)	12	11	92%
	TWO BEDROOM (NEW)	8	6	75%
	THREE BEDROOM	8	1	13%
TOTAL:		49	36	73%

B. Master Plan Recommendations to Senior Leadership Presentation





Housing + Dining Master Plan

SENIOR LEADERSHIP
FINAL RECOMMENDATIONS



Scope

ENGAGEMENT OVERVIEW

Phases



Work Effort

Strategic Asset Value	Survey Implementation	Program Development	Master Plan Reconciliation
Stakeholder Meetings / Focus Group	Existing Conditions Market Analysis	System-wide Financial Analysis	Concept Development & Refinement
Targeted New Reality	Broad Project Hypothesis	Dining Capacity Assessment	Strategic Implementation Action Plan
		Preliminary Conceptual Scenarios	Decision Support & Documentation

Housing



Housing Key Findings

APSU HOUSING + DINING MASTER PLAN

- 1** Austin Peay made strategic investments into the housing system that has created a successful program and experience – specifically, for freshmen.
- 2** Current demand for on-campus housing exists but not at the scale for additional development.
- 3** Austin Peay should reposition the housing system’s financial performance strategy in a schedule to accommodate for future growth.
- 4** While preparing for growth, Austin Peay should strengthen housing’s current impact through expanding programs such as living and learning communities.



1

Austin Peay made strategic investments into the housing system that has created a successful program and experience – specifically, for freshmen.

Austin Peay Housing System Overview

EXISTING CONDITIONS



94%
**Overall Campus
Satisfaction with
Housing**



56%
**Freshmen On-
Campus Housing
Capture**
**18% Campus-wide Capture
Rate*



94%
**Occupied
Housing Portfolio**



1.01
**Debt Service
Coverage Ratio**

SOURCE: APSU FY 2019 Document & Data; APSU Housing + Dining Survey
NOTES: Updated DSCR March 2019



2

Current demand for on-campus housing exists but not at the scale for additional development.

B&D Target Market Methodology

MARKET REALITY



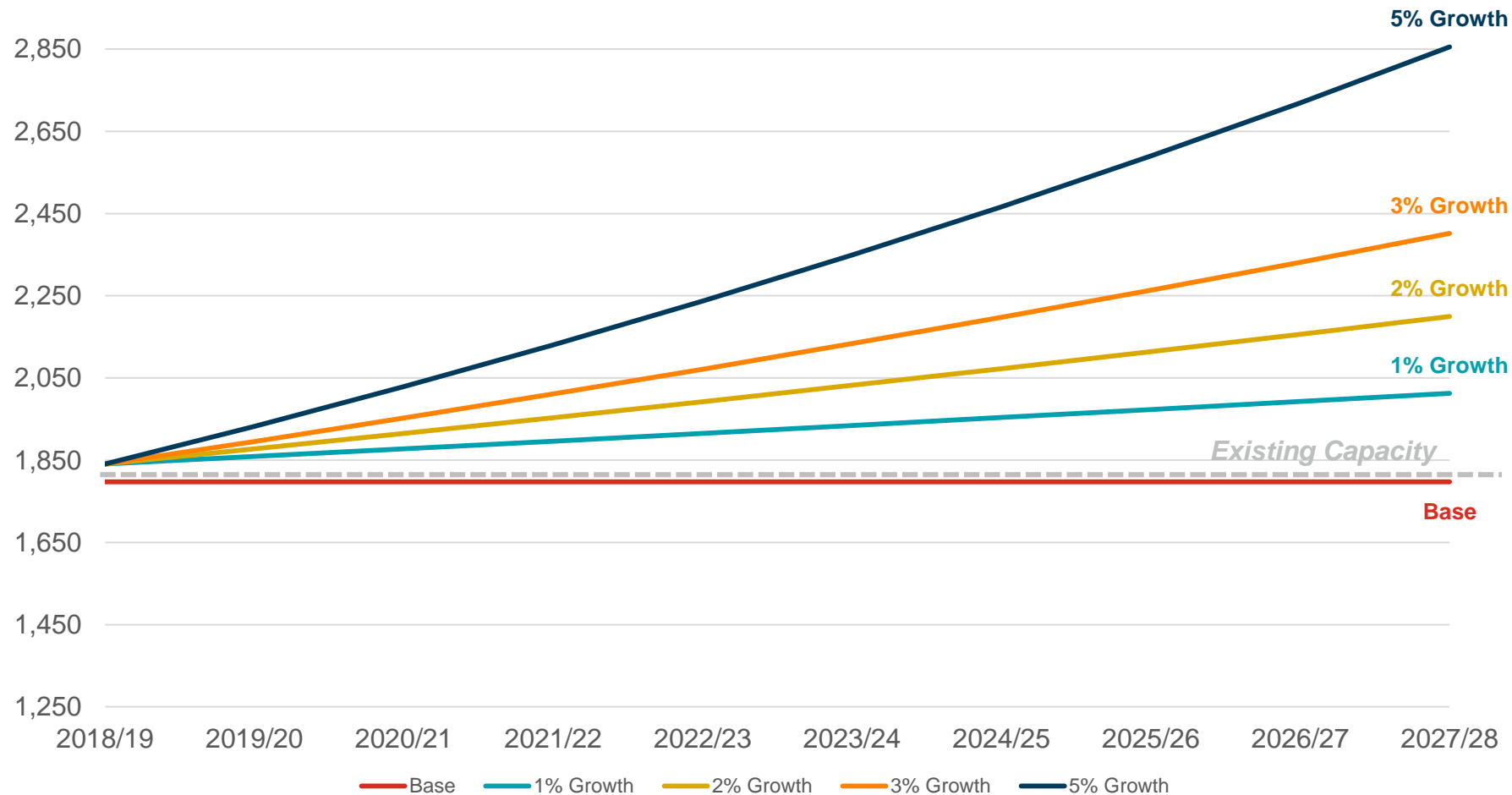
COMMUNITY ORIENTED

STUDENT INDEPENDENCE



Total Demand

IMPACT OF ENROLLMENT GROWTH

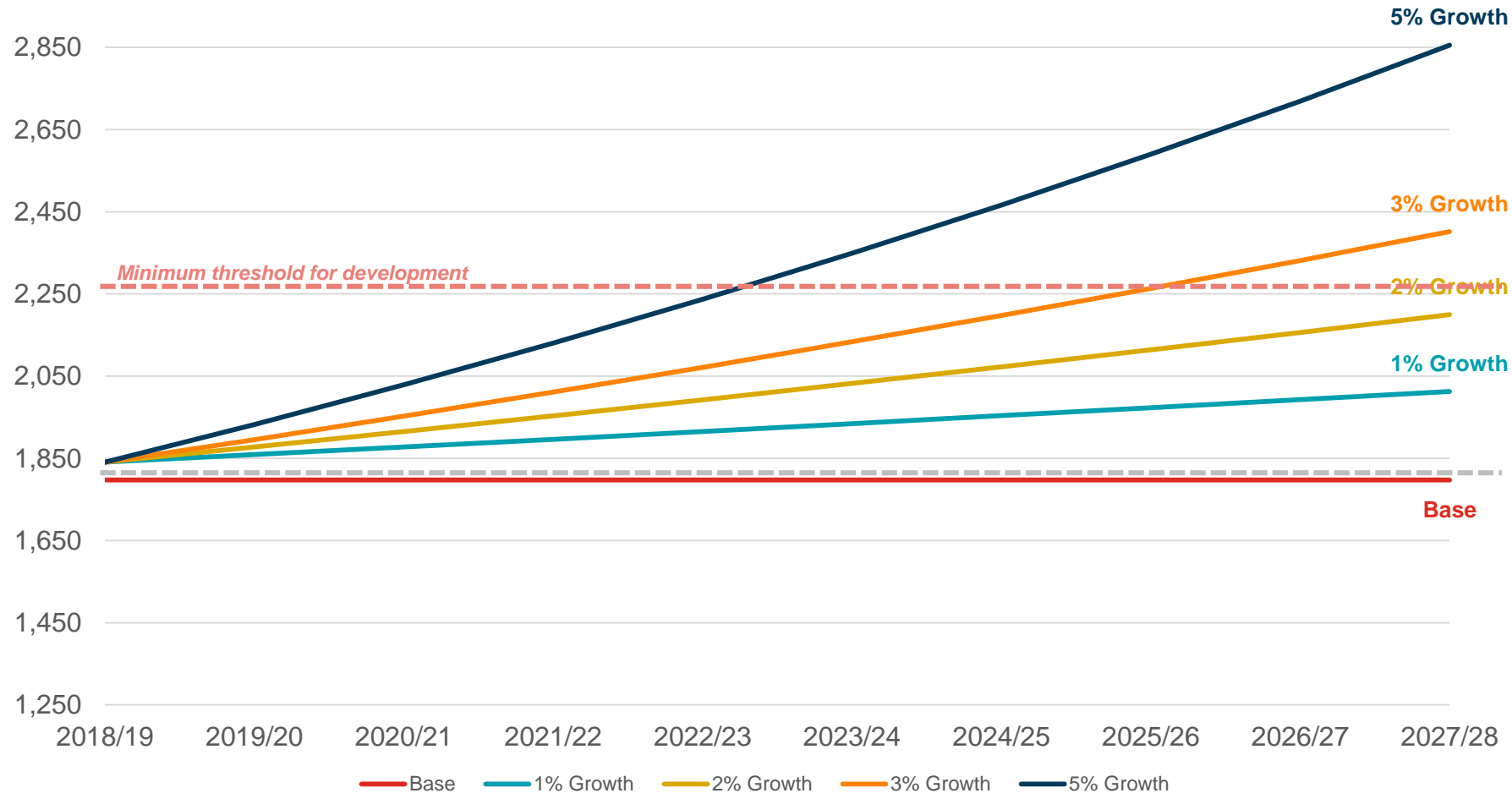


Demand will grow in proportion to enrollment growth. Changing demographics within the following groups will have an increased impact.

- International students
- Students recruited beyond 50 mile radius
- First time freshmen

Total Demand

IMPACT OF ENROLLMENT GROWTH



Development Recommendations

1. Build for target market (Freshmen & Sophomores)
2. Build in response to growth not in preparation.

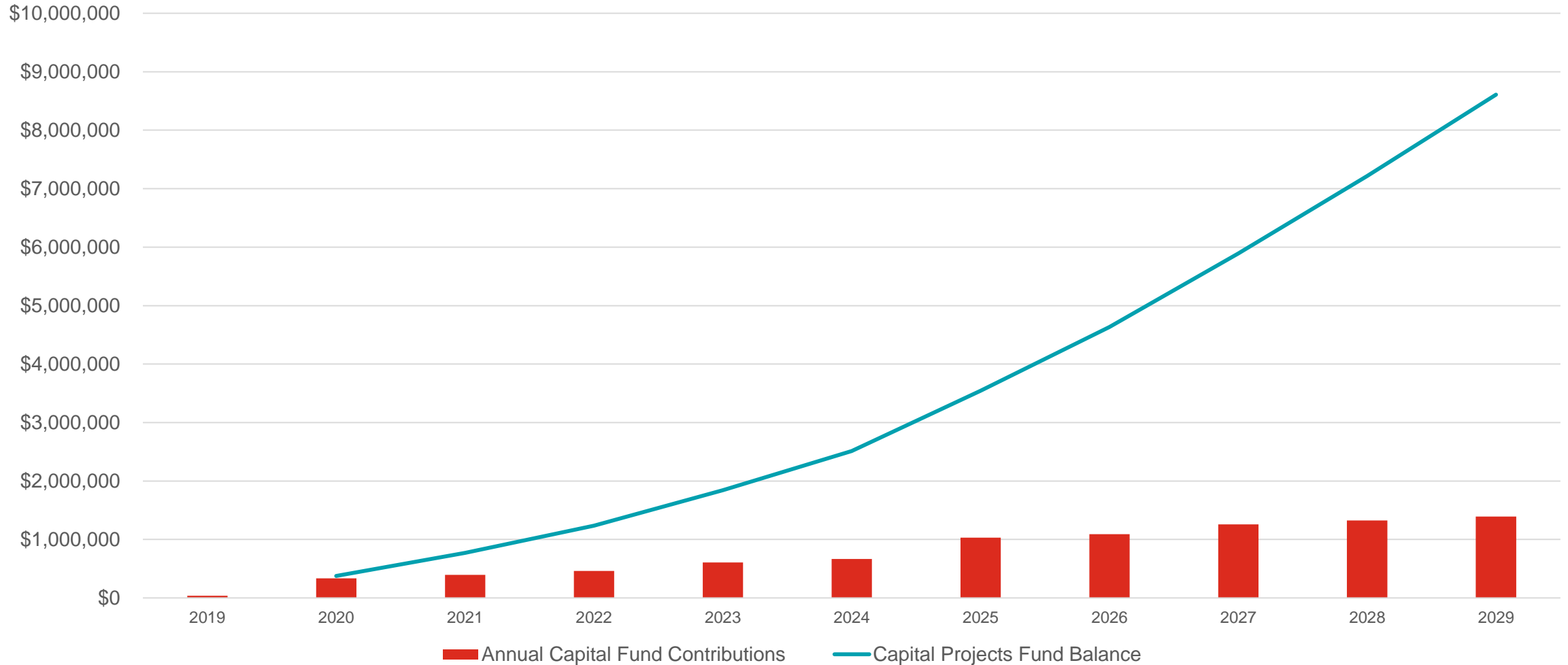


3

Austin Peay should reposition the housing system's financial performance strategy in a schedule to accommodate for future growth.

Current Assumptions

PROJECTED 10 CAPITAL PROJECT FUND BALANCE



NOTE: Updated March 2019.



4

While preparing for growth, Austin Peay should strengthen housing's current impact through expanding programs such as living and learning communities.

Implement a Comprehensive Residential Programming Model

RECOMMENDATIONS

Co-curricular Affinity Housing

Programs and activities linked by common interest

Student Experience

First-year, First Gen, Sophomore, Transfer, International linked by collaboration with student affairs / life

Residence College

Student involvement yields course credit hours; associated with integrated curriculum and intensive faculty collaboration

Academic Affinity

Programs and activities linked by courses, majors, academic content

Honors College

Programs and activities linked by academic excellence; intense collaboration with academic



5

HOUSING Next Steps

Next Steps

MASTER PLAN RECONCILIATION



Confirm priority order of housing's purpose to inform decision making criteria



Coordinate with admissions to improve predictability of incoming class enrollment



Position housing system's financial performance to prepare for growth



Building housing capacity should be market responsive.

Dining Key Findings

APSU HOUSING + DINING MASTER PLAN

- 1** APSU is currently accommodating dining's primary target market – residential students – but lacking facility and operational capacity to adequately serve the broader campus community.
- 2** A significant amount of uncaptured dining demand exists across campus.
- 3** APSU should implement operational improvements and policies to encourage meal plan students to utilize residential-focused facilities, amplifying the residential community development while expanding dining access for commuters, faculty, and staff.
- 4** APSU should expand its dining footprint in high-demand areas and traffic hubs to accommodate the demand and required capacity for the broader campus community.



1

APSU is currently accommodating dining's primary target market – residential students – but lacking facility and operational capacity to adequately serve the broader campus community.

APSU DINING

EXISTING LOCATIONS



All-You-Care-to-Eat
(AYCTE) Venue



Retail Locations
(nationally-branded concepts)



C-Stores

ZONE 5

The Terrace
The Knights Stand
The Hand Stand

ZONE 6

The Caf (residential dining)
The Food Court
Einstein's Bagels
The Peay Pod
Subway
Starbucks

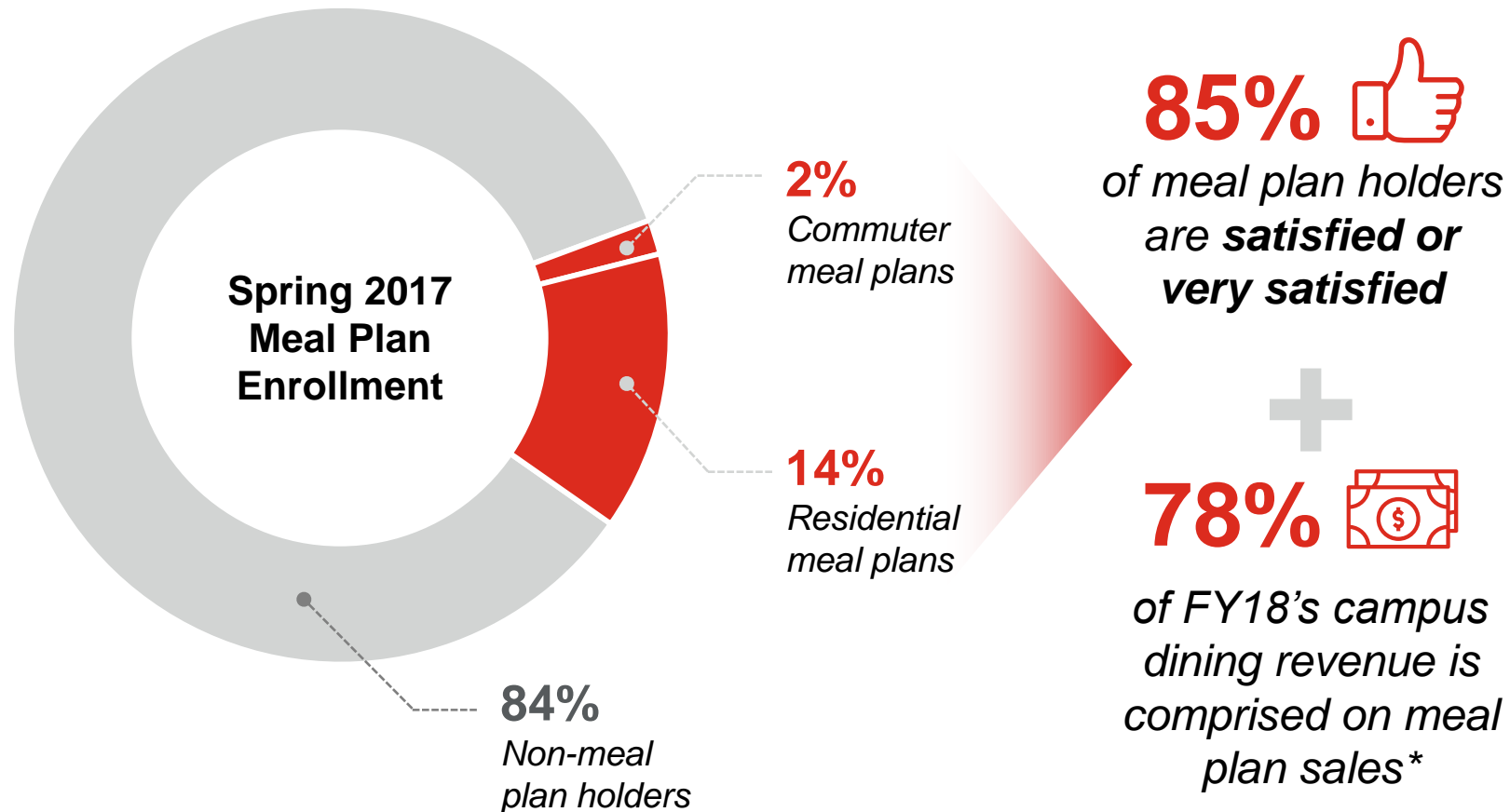
ZONE 7

Elements Cafe



APSU DINING

CURRENT FOCUS ON RESIDENTIAL STUDENTS

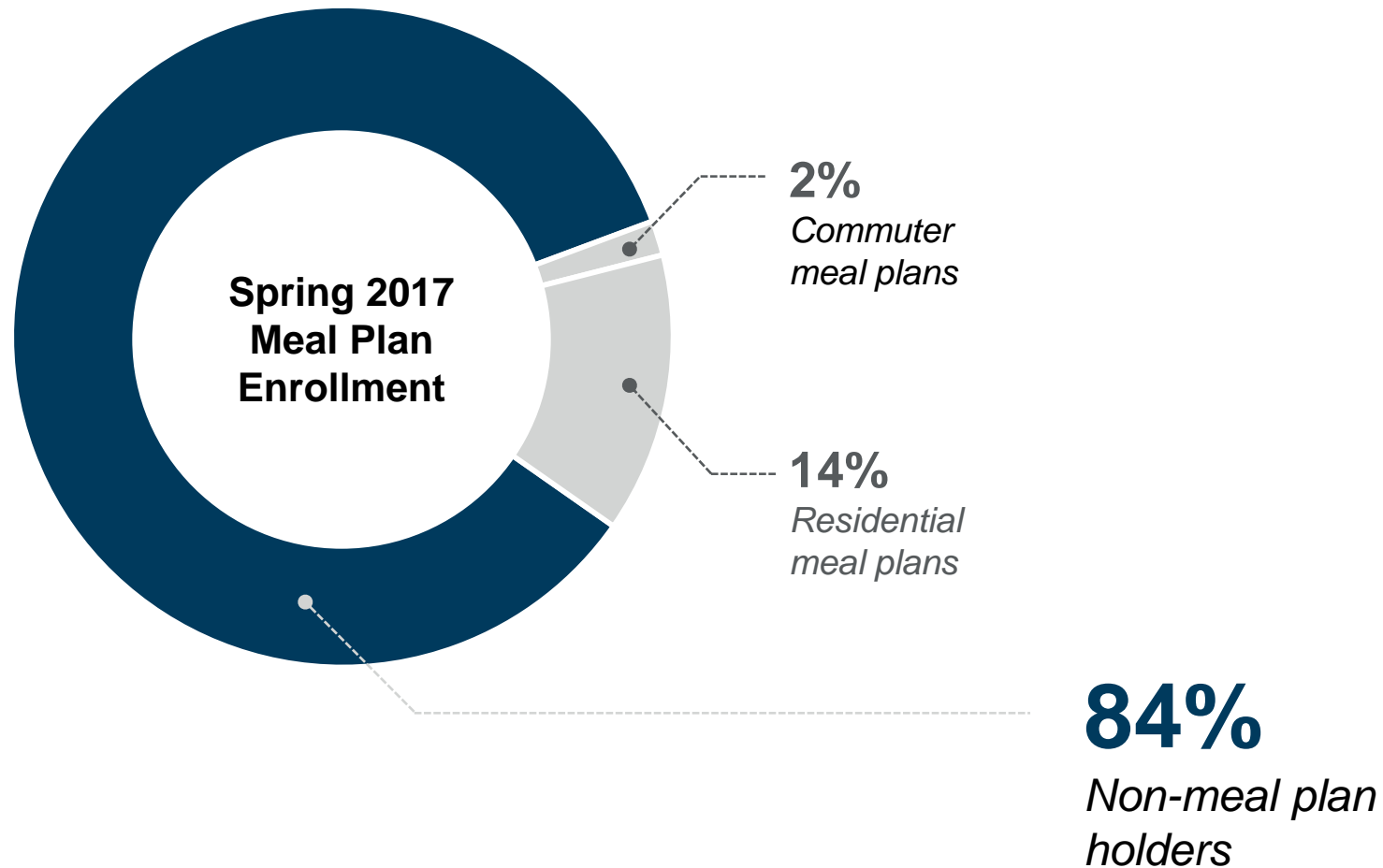


Residential students, predominantly first-year students, are very satisfied and saturate the dining program

*Campus dining revenue excludes camp, conference, and catering sales.

APSU DINING

CURRENT FOCUS ON RESIDENTIAL STUDENTS



However, APSU Dining is lacking facility and operational capacity to serve the broader, secondary market of non-meal plan holders.

*Campus dining revenue excludes camp, conference, and catering sales.



2

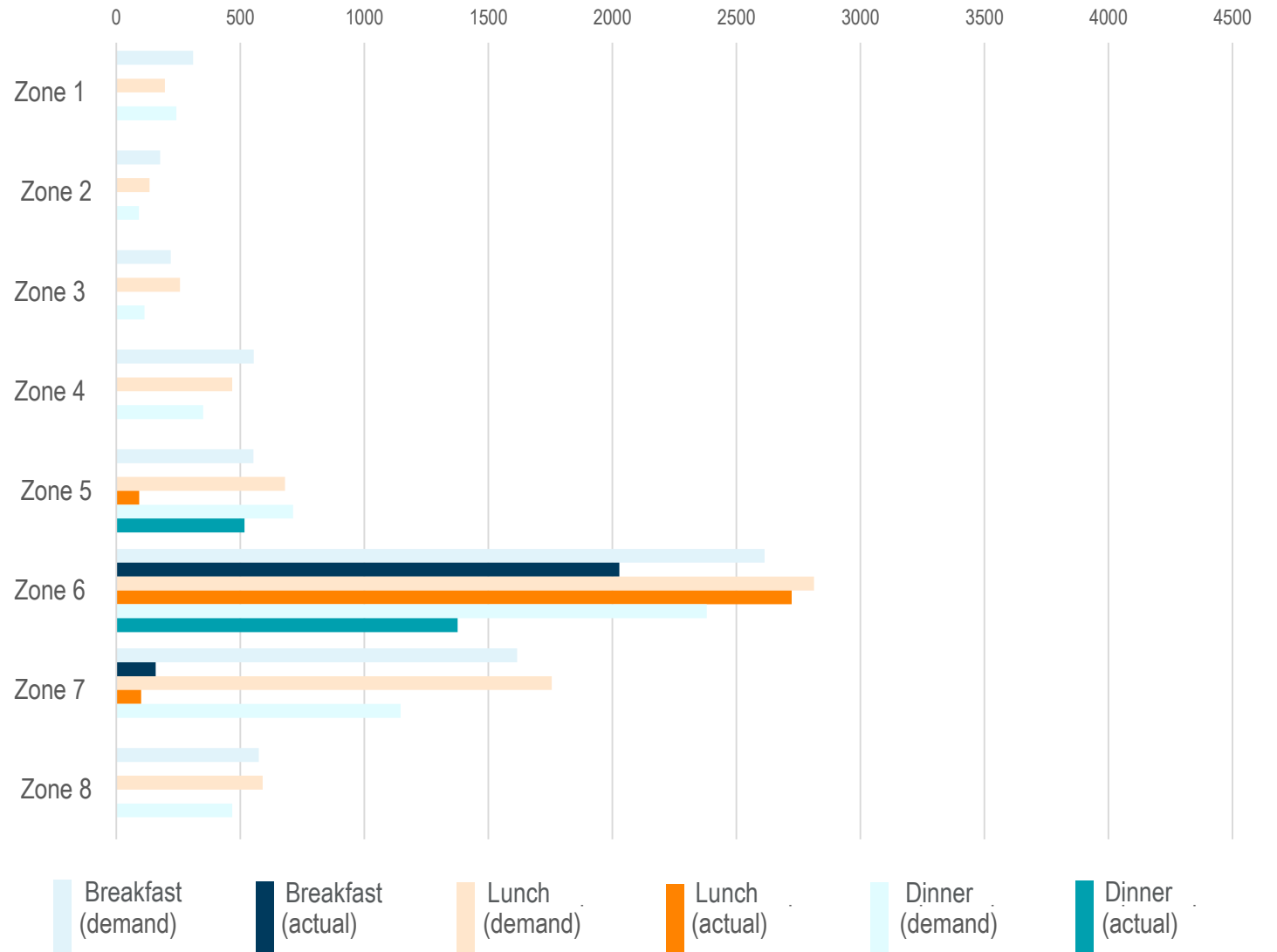
A significant amount of **uncaptured dining demand exists** across campus.

Dining Evolution

DEMAND - CURRENT



2018 Weekday Demand versus Actual Capture (75% utilization filter)





3

APSU should **implement operational improvements and policies to encourage meal plan students to utilize residential-focused facilities**, amplifying the residential community development while expanding dining access for commuters, faculty, and staff.

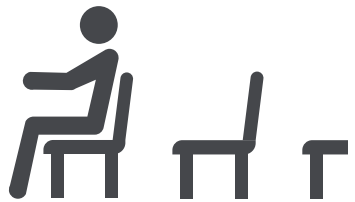
Maximizing Dining's Strategic Value

PRIMARY MARKET – RESIDENTIAL STUDENTS

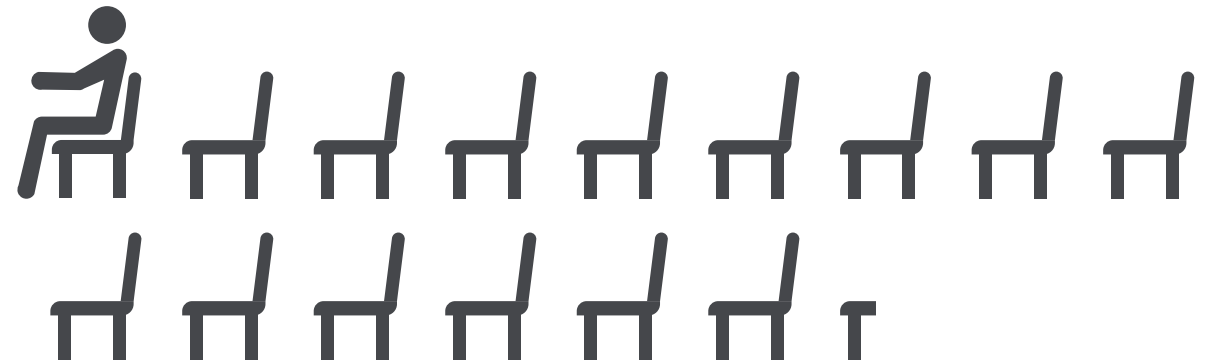
Operational Efficiency: An average of 1.25 – 1.5 seats available per person during peak lunch hour (weekdays 12-1pm)



The Caf: 2.5 seats available per person during peak lunch hour



The Terrace: 15.4 seats available per person during peak lunch hour





4

APSU should **expand its dining footprint in high-demand areas and traffic hubs** to accommodate the demand and required capacity for the broader campus community.

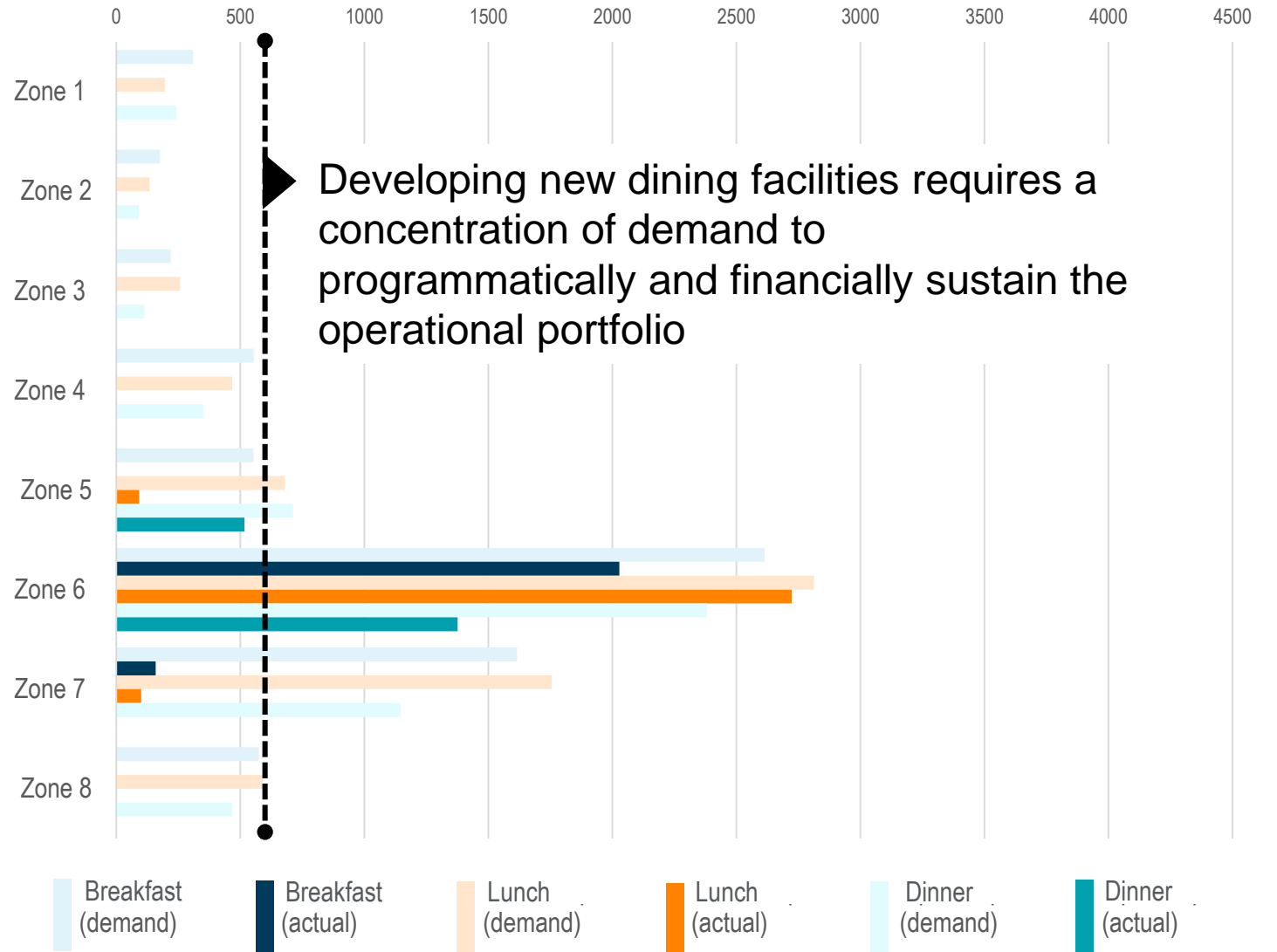
Dining Evolution

DEMAND THRESHOLD



2018 Weekday Demand versus Actual Capture

(75% utilization filter)



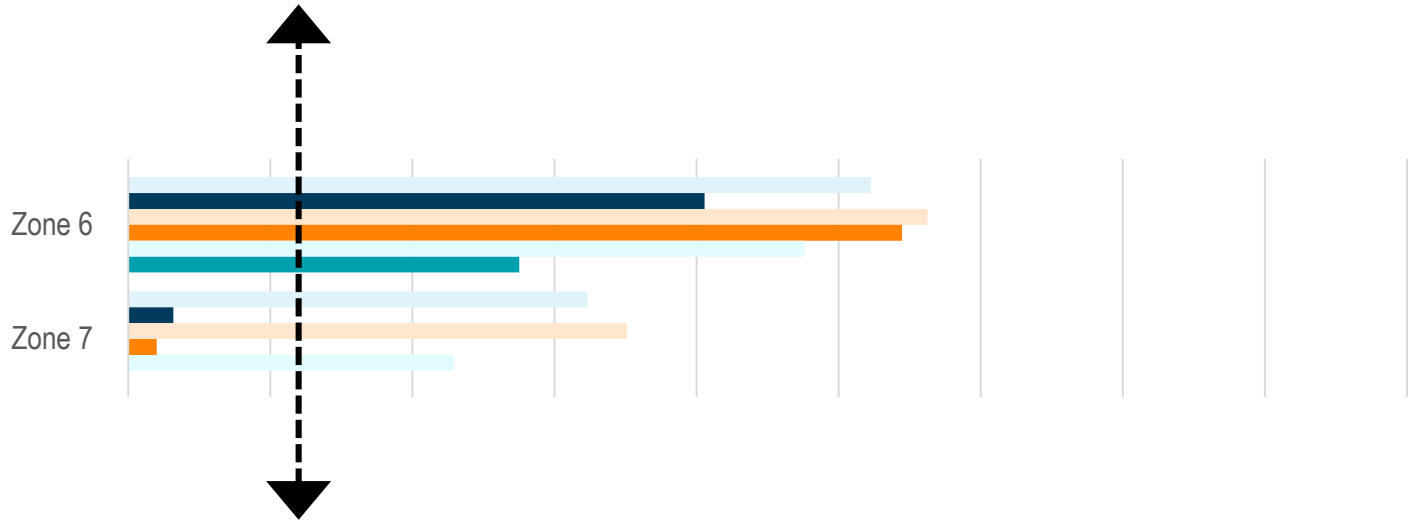
Dining Evolution

DEMAND THRESHOLD



ZONE 6

Develop additional capacity in the **campus core** to capture unmet demand in a central location as well as surrounding areas



ZONE 7

Enhance throughput at Elements Café and consider **replacing or identifying a new area within zone 7** for a high-volume concept with fresh grab and go options

Next Steps

- › Engage Chartwells to conduct an efficiency review of existing dining operations
- › Increase the Caf appeal and adjust meal plan exchange policies to redirect meal plan holders during peak lunch time
- › Submit space allocation request for campus core and academic hubs to accommodate the need for additional facility capacity

C. Final Recommendations to Project Committee





Housing + Dining Master Plan

FINAL RECOMMENDATIONS



B&D Overview



Our mission is to make our clients the strongest owners possible throughout the development process.

INSPIRE. EMPOWER. ADVANCE.

540+

Higher education clients

450+

Student Housing Projects

1,000+

College and university projects

25

Years of Experience in Delivering Quality-of-Life Solutions

\$35B

In completed projects

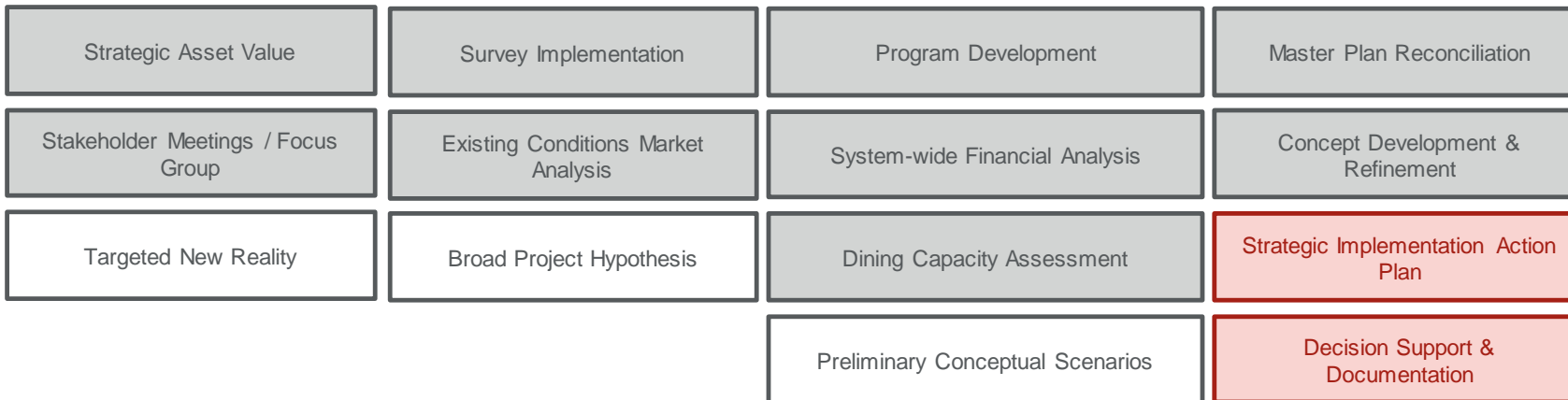
Scope

ENGAGEMENT OVERVIEW

Phases



Work Effort





1

**SAV / PURPOSE OF HOUSING +
DINING**

SAV Summary

WHAT IS THE INSTITUTIONAL VIEW OF HOUSING AND DINING

Raise the educational attainment of its citizenry to produce community change makers.



Strategic Asset Value Summary

HOW DO HOUSING AND DINING ASSETS PLAY A ROLE IN CARRYING OUT AUSTIN PEAY'S MISSION?

- 1. Housing and dining's purpose is to support student success**
 - Housing's focus is particularly at the Freshmen and Sophomore level
 - Dining's focus is to amplify the residential experience while also supporting commuter, faculty, and staff needs
- 2. Housing and dining support enrollment management goals by cultivating the student life experience that attracts and retains students.**
- 3. Housing and dining must be financially self-sustaining**
- 4. Housing and dining must align affordability with a common residential experience**



2

EXISTING CONDITIONS

Austin Peay Housing System Overview

EXISTING CONDITIONS

FY 2019 System Financial Performance

Total Beds	1,812
Occupancy	94%
Net Operating Income	\$4.9M
Total Debt Service	\$4.4M
FY 2019 DSCR	1.01

The housing system's financial performance is stable.

The new goal is to create a capital project fund balance that allows housing to grow and still remain financially stable.

NOTE: Updated March 2019.

Existing Housing Portfolio

CURRENT MARKET REALITY

Across the board, freshman are having a positive housing experience

On-campus freshman satisfaction

97%

Proximity to other students

97%

Access to university resources

94%

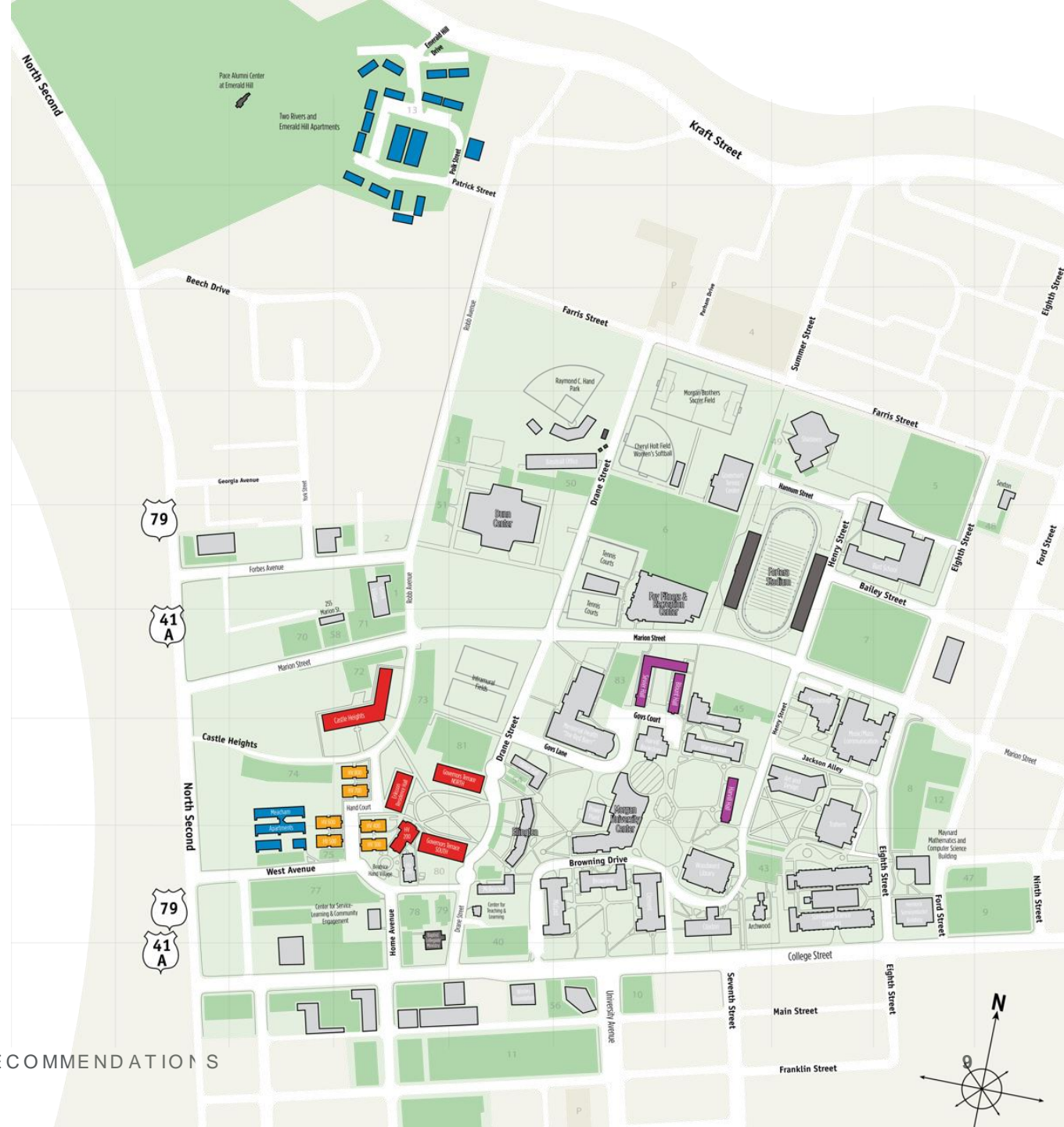
Campus leadership opportunities

94%

Size of bedrooms

94%

Involvement in campus activities



Current Housing FY 2019 Snapshot

STRATEGIC VALUE BASED APPROACH

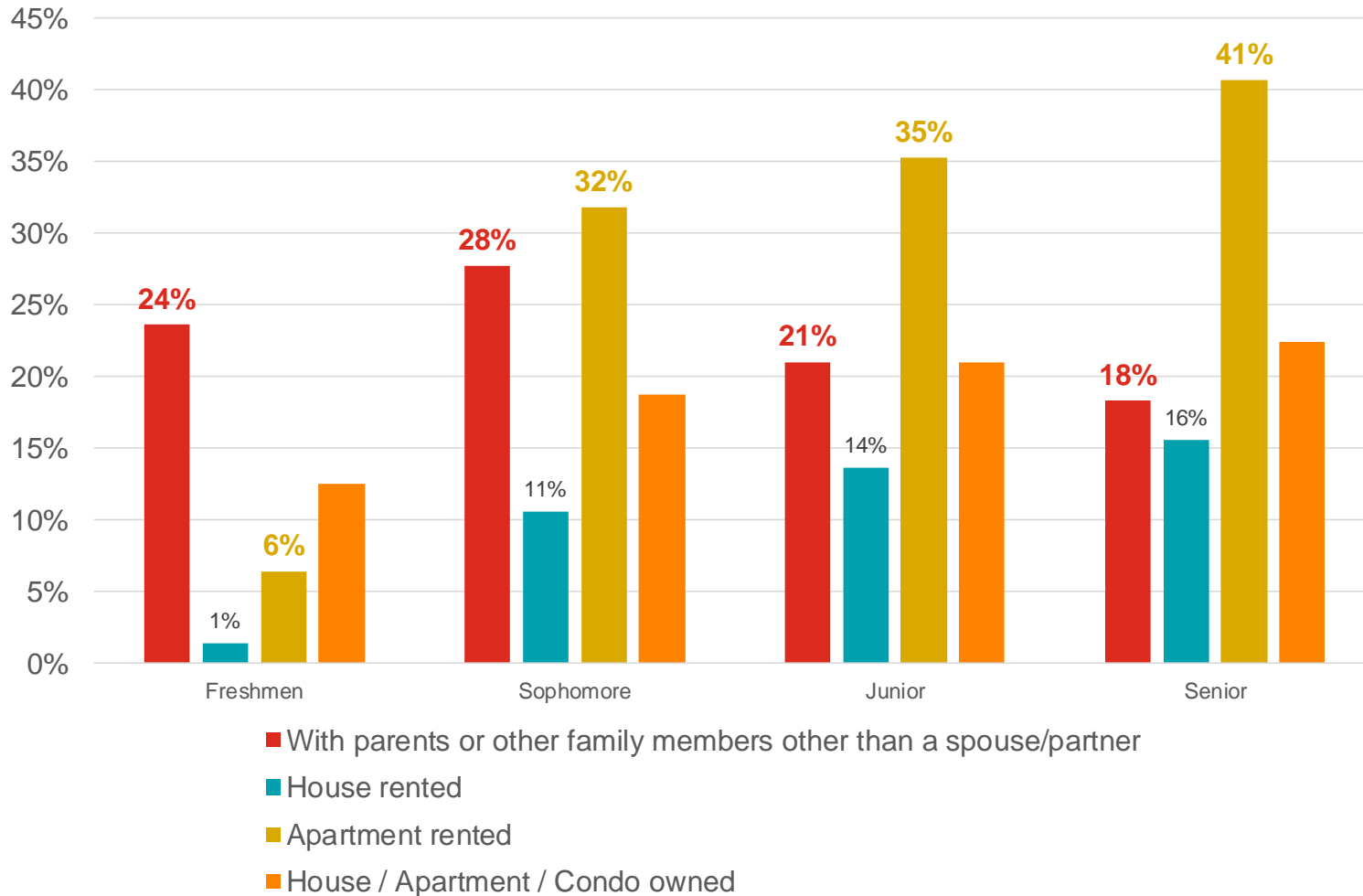
Relative Priority of Strategic Drivers



Relative Strategic Asset Value	Student Success	Enrollment Management	Financial Stability	Student Affordability	Occupancy by Class Level	Combined Strategic Asset Value
	Castle Heights	●	●	●	●	Freshmen
Eriksson	●	●	●	●	Freshmen	●
Hand	●	●	●	●	Sophomore / Junior	●
Gov N&S	●	●	●	●	Freshmen	●
Blount & Sevier	●	●	●	●	Freshmen	●
Meacham	●	●	●	●	Freshmen / Sophomore / Junior	●
Harvill	●	●	●	●	Freshmen / Junior / Sophomore	●
Emerald Hill / Two Rivers	●	●	●	●	Freshmen / Sophomore / Junior	●

Off Campus

EXISTING CONDITIONS



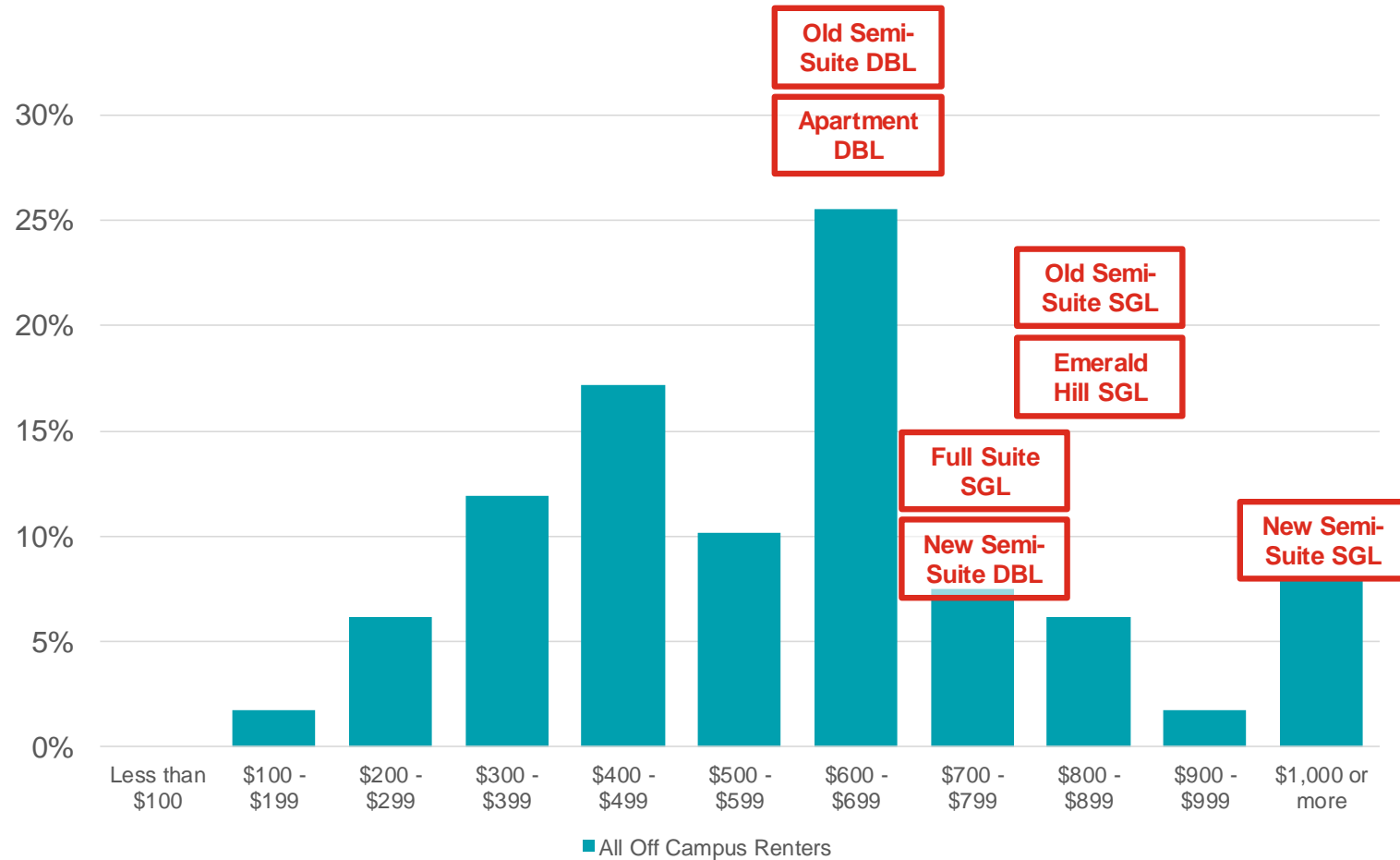
Cost of living is the most important factor driving housing decisions.

More living space and cost drive decision for moving off campus.

	Off Campus	On Campus
Average Rent	\$500	\$704
Average Utilities	\$119	\$0
Cost of Living	\$610	\$704

Off-Campus Renters Cost of Living

CURRENT MARKET REALITY



NOTE: Data above considers \$100 average utility expenses
2018 APSU Student Housing + Dining Survey Data

On-campus housing options must balance physical quality, location, price point, and overall experience. **95% of off-campus students consider off-campus experience to be better than on campus**



3

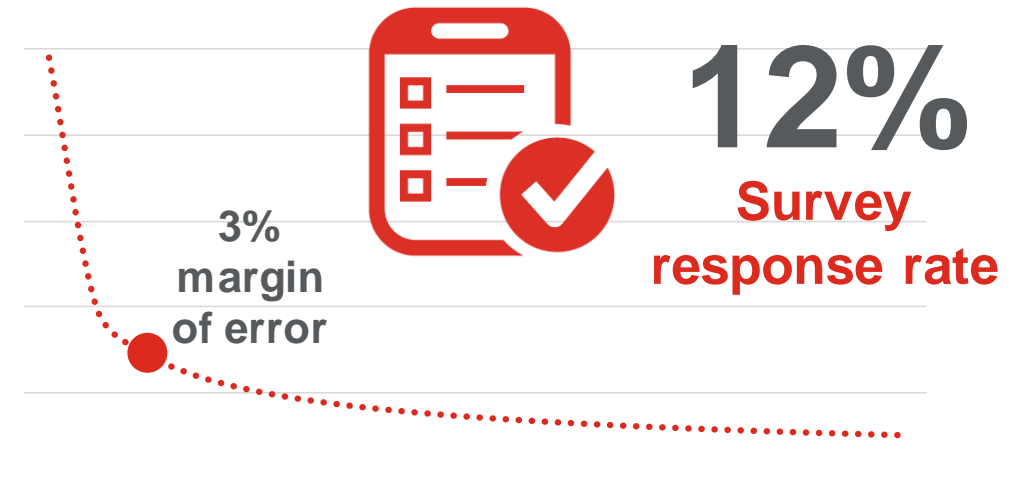
MARKET REALITY

Student Engagement

MARKET REALITY



Web-based Survey



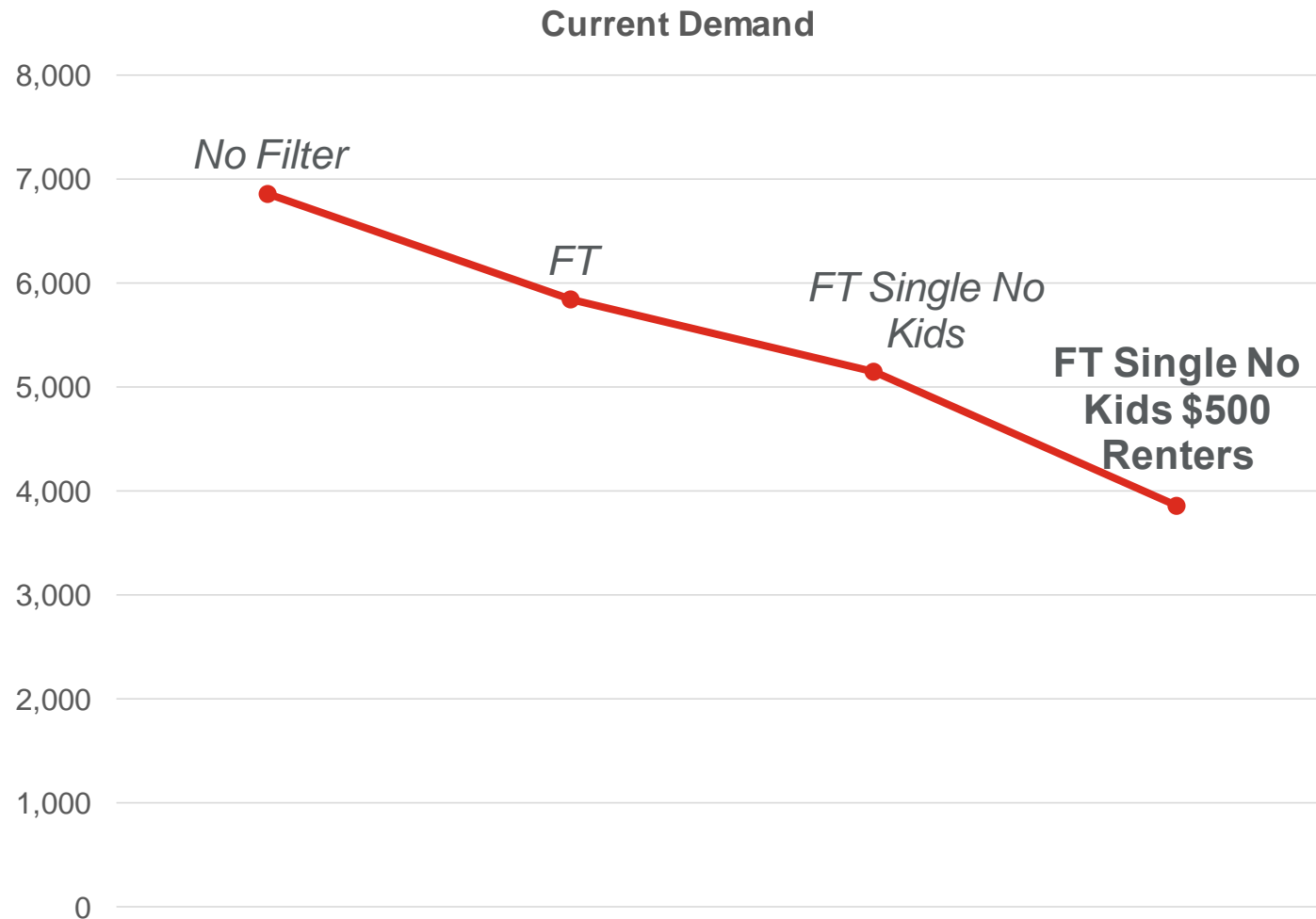
ON CAMPUS UNIT TYPES TESTED AT A RANGE OF PRICEPOINTS



NOTE: The 2018 APSU Student Housing & Dining Survey meets Brailsford & Dunlavey's standards for statistically significant data.

B&D Target Market Methodology

MARKET REALITY

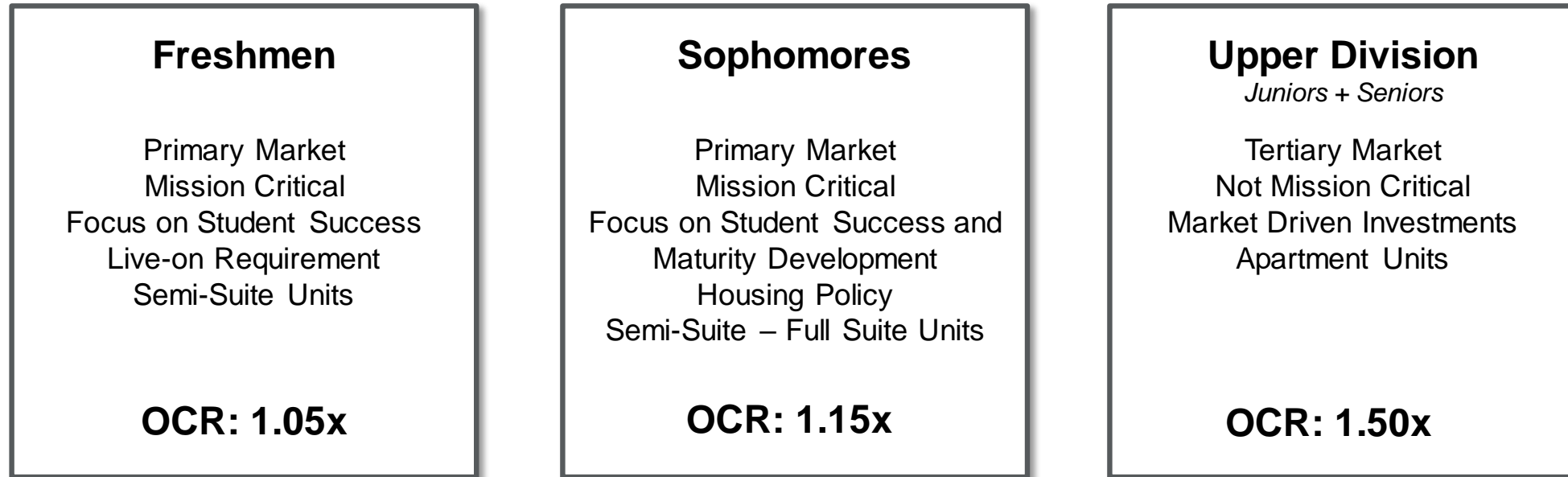


DEMOGRAPHIC FILTERS

Filter raw survey responses to ensure that projections represent only those students with a high probability of living on campus based on their situations, both demographically and financially

B&D Target Market Methodology

MARKET REALITY



COMMUNITY ORIENTED

STUDENT INDEPENDENCE



Existing Demand

MARKET REALITY

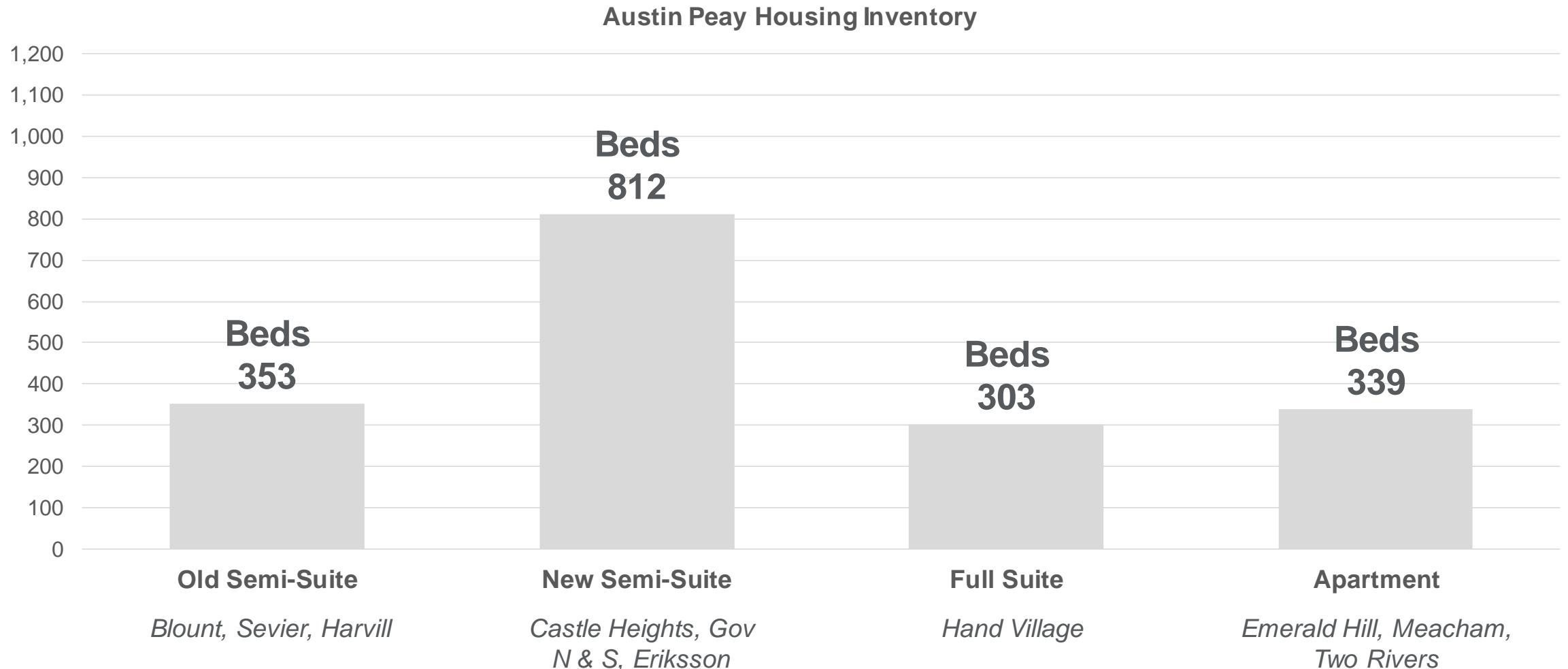
	Fall 2018 Enrollment	Existing Conditions		Recommended Program		Old Semi-Suite	New Semi-Suite	Full-suite	Apartment
		Current Capture	Current Program (Beds)	Rec. Target Capture	Rec. Program (Beds)	<i>Blount, Sevier, Harvill</i>	<i>Eriksson, Gov. N & S, Castle Heights</i>	<i>Hand Village</i>	<i>Two Rivers, Emerald Hill, Meacham</i>
Freshmen	1,930	56%	1,088	56%	1,088	353	735	0	0
Sophomore	2,646	11%	304	19%	492	0	66	426	0
Junior	1,748	9%	156	10%	180	29	23	29	98
Senior	2,389	3%	76	1.5%	36	7	4	14	11
Total Program	8,713	17%	1,624	19%	1,796	389	828	469	109
<i>Capacity</i>			<i>1,807</i>		<i>1,807</i>	353	812	303	339
Net Demand					11	(36)	(16)	(166)	230



4 APSU RESPONSE

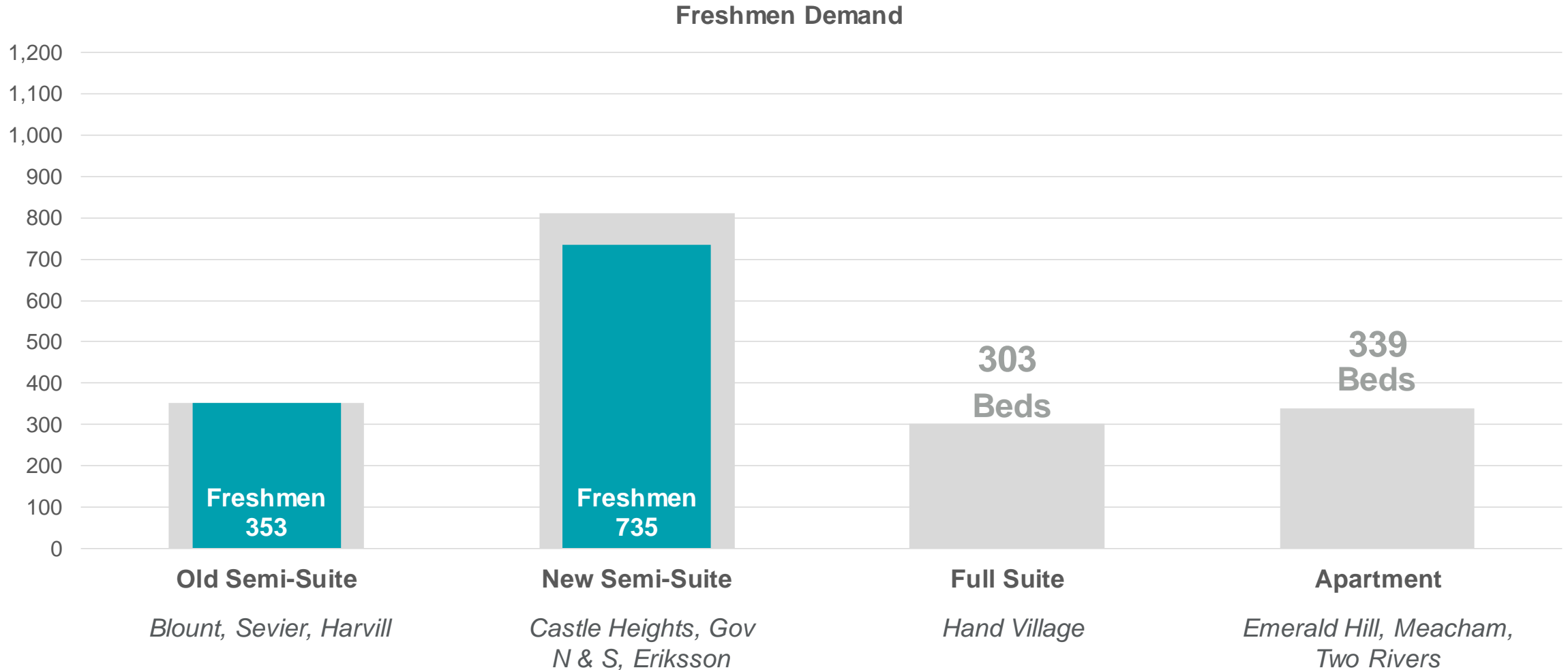
Solve the problem at the current scale

AUSTIN PEAY RESPONSE



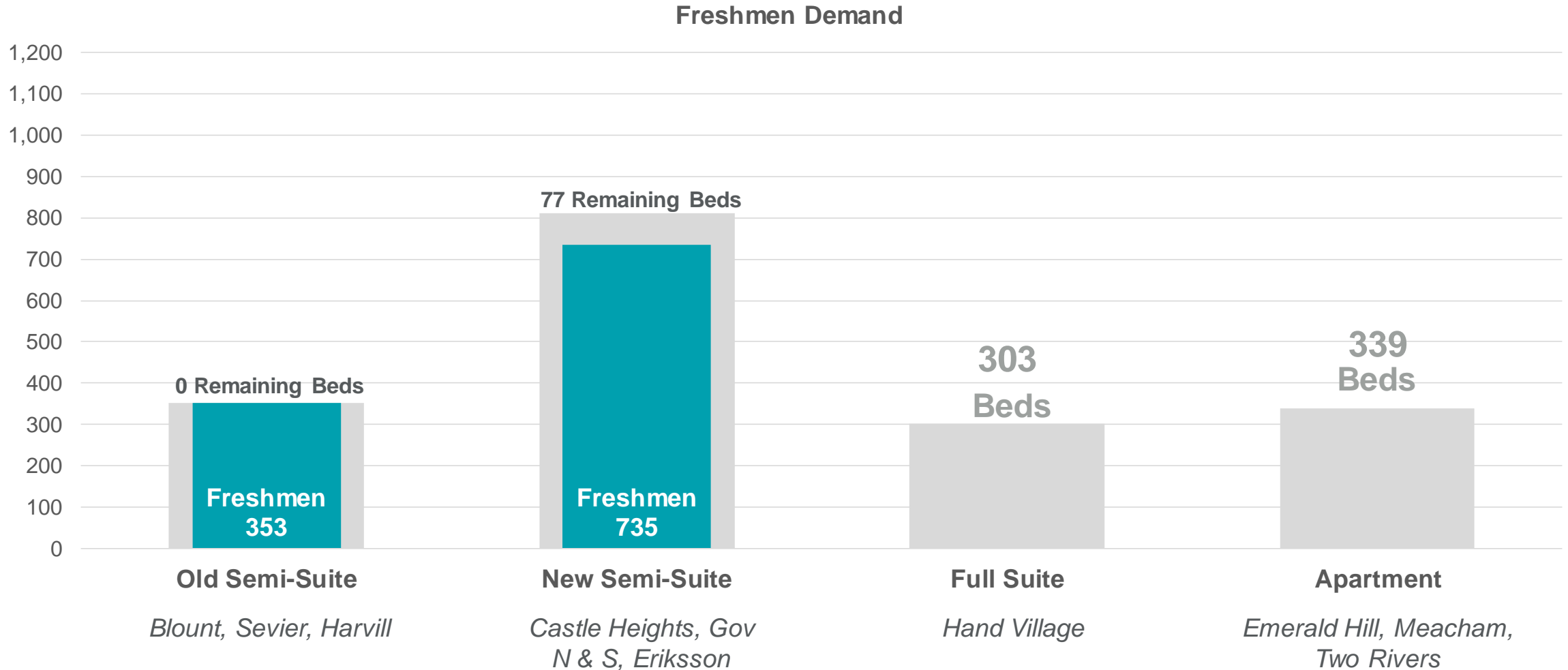
Solve the problem at the current scale

AUSTIN PEAY RESPONSE



Solve the problem at the current scale

AUSTIN PEAY RESPONSE



Implement a Comprehensive Residential Programming Model

RECOMMENDATIONS

Co-curricular Affinity Housing

Programs and activities linked by common interest

Student Experience

First-year, First Gen, Sophomore, Transfer, International linked by collaboration with student affairs / life

Residence College

Student involvement yields course credit hours; associated with integrated curriculum and intensive faculty collaboration

Academic Affinity

Programs and activities linked by courses, majors, academic content

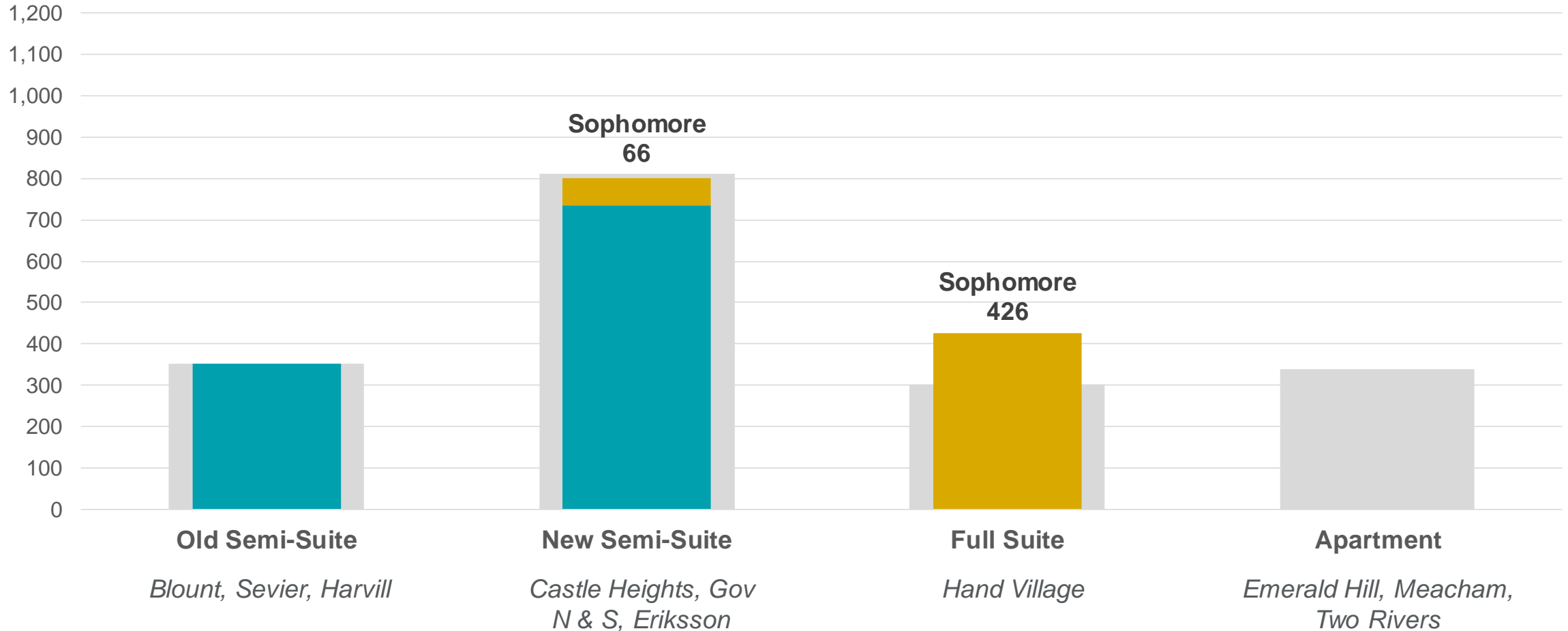
Honors College

Programs and activities linked by academic excellence; intense collaboration with academic

Solve the problem at the current scale

AUSTIN PEAY RESPONSE

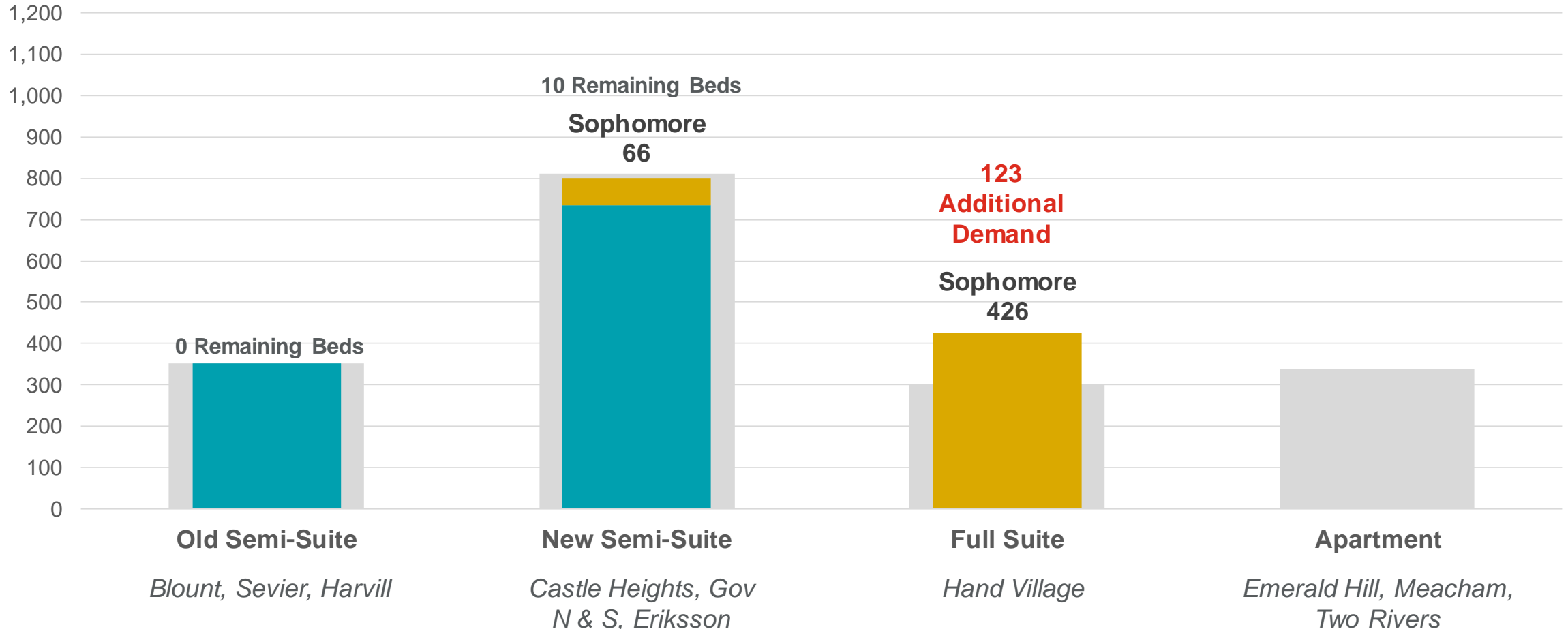
Sophomore Demand



Solve the problem at the current scale

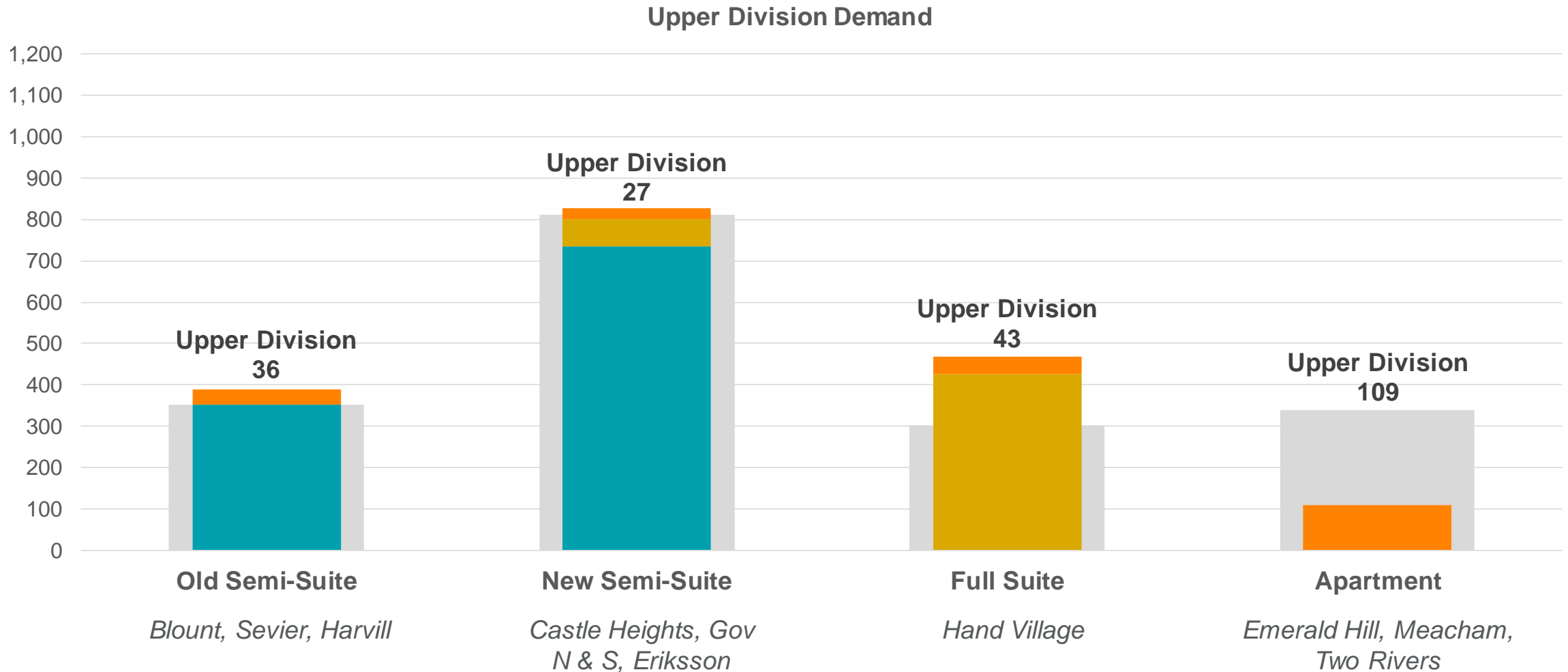
AUSTIN PEAY RESPONSE

Sophomore Demand



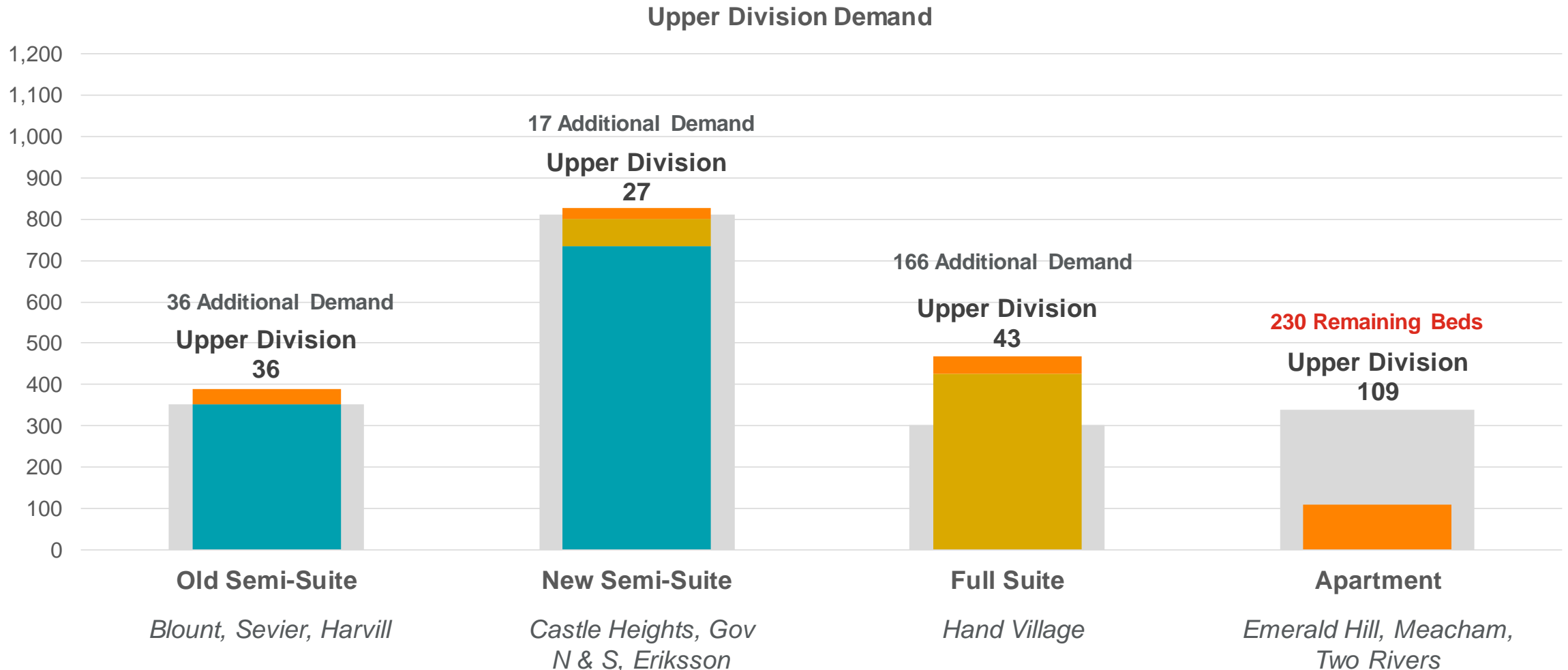
Solve the problem at the current scale

AUSTIN PEAY RESPONSE



Solve the problem at the current scale

AUSTIN PEAY RESPONSE



Current Housing FY 2019 Snapshot

STRATEGIC VALUE BASED APPROACH

	Meacham	Hand	Eriksson	Sevier	Blount	Harvill	Two Rivers	Castle Heights	Emerald Hill	Gov N + S	System
Combined Strategic Asset Value											
Unit Type	Apartments	Full Suite	New Semi-Suite	Old Semi-Suite	Old Semi-Suite	Old Semi-Suite	Apartments	New Semi-Suite	Apartments	New Semi-Suite	N/A
Beds	204	303	125	202	87	64	39	416	96	276	1,812
Occupancy	84%	96%	91%	90%	75%	81%	84%	94%	79%	94%	94%
Revenue	\$1,018,000	\$2,069,000	\$772,200	\$1,096,000	\$428,280	\$332,000	\$193,880	\$2,790,900	\$661,680	\$1,792,500	\$11,155,080
Expenses	\$623,000	\$1,165,500	\$478,800	\$541,000	\$264,800	\$213,320	\$168,440	\$1,356,930	\$975,060	\$900,560	\$6,687,310
NOI	\$395,000	\$903,500	\$293,400	\$555,000	\$163,480	\$118,680	\$25,440	\$1,433,970	(\$307,380)	\$891,940	\$4,467,770
DS	\$0	\$602,875	\$0	\$295,000	\$0	\$0	\$0	\$1,513,001	\$98,033	\$1,919,378	\$4,428,287
Fund Contr.	\$395,000	\$300,625	\$293,400	\$260,000	\$163,480	\$118,680	\$25,440	(\$70,000)	(\$405,413)	(\$1,027,438)	\$39,480
DSCR	N/A	1.58	N/A	N/A	N/A	N/A	N/A	0.99	0.39	0.49	1.01

Current Housing FY 2019 Snapshot

STRATEGIC VALUE BASED APPROACH

	Meacham	Hand	Eriksson	Sevier	Blount	Harvill	Two Rivers	Castle Heights	Emerald Hill	Gov N + S	System
Combined Strategic Asset Value											
Unit Type	Apartments	Full Suite	New Semi-Suite	Old Semi-Suite	Old Semi-Suite	Old Semi-Suite	Apartments	New Semi-Suite	Apartments	New Semi-Suite	N/A
Beds	204	303	125	202	87	64	39	416	96	276	1,812
Occupancy	84%	96%	91%	90%	75%	81%	84%	94%	79%	94%	94%
Revenue	\$1,018,000	\$2,069,000	\$772,200	\$1,096,000	\$428,280	\$332,000	\$193,880	\$2,790,900	\$661,680	\$1,792,500	\$11,155,080
Expenses	\$623,000	\$1,165,500	\$478,800	\$541,000	\$264,800	\$213,320	\$168,440	\$1,356,930	\$975,060	\$900,560	\$6,687,310
NOI	\$395,000	\$903,500	\$293,400	\$555,000	\$163,480	\$118,680	\$25,440	\$1,433,970	(\$307,380)	\$891,940	\$4,467,770
DS	\$0	\$602,875	\$0	\$295,000	\$0	\$0	\$0	\$1,513,001	\$98,033	\$1,919,378	\$4,428,287
Fund Contr.	\$395,000	\$300,625	\$293,400	\$260,000	\$163,480	\$118,680	\$25,440	(\$70,000)	(\$405,413)	(\$1,027,438)	\$39,480
DSCR	N/A	1.58	N/A	N/A	N/A	N/A	N/A	0.99	0.39	0.49	1.01

Improve New Residence Hall Performance

RENTAL RATE INCREASE

FY	2019	2020	2021	2022	2023	2024
Existing						
Capital Project Contribution	\$39,480	\$336,589	\$396,176	\$463,923	\$607,329	\$667,496
Capital Project Fund Balance	N/A	\$376,069	\$772,246	\$1,236,168	\$1,843,497	\$2,510,993
System DSCR	1.01	1.08	1.09	1.11	1.14	1.15
Proposed \$15 Monthly Increase						
Capital Project Contribution	\$39,480	\$432,129	\$594,899	\$773,940	\$1,037,246	\$1,226,440
Capital Project Fund Balance	N/A	\$471,609	\$1,066,509	\$1,840,449	\$2,877,695	\$4,104,135
System DSCR	1.01	1.10	1.13	1.18	1.24	1.28

NOTE: Updated March 2019.

Current Housing FY 2019 Snapshot

STRATEGIC VALUE BASED APPROACH

	Meacham	Hand	Eriksson	Sevier	Blount	Harvill	Two Rivers	Castle Heights	Emerald Hill	Gov N + S	System
Combined Strategic Asset Value											
Unit Type	Apartments	Full Suite	New Semi-Suite	Old Semi-Suite	Old Semi-Suite	Old Semi-Suite	Apartments	New Semi-Suite	Apartments	New Semi-Suite	N/A
Beds	204	303	125	202	87	64	39	416	96	276	1,812
Occupancy	84%	96%	91%	90%	75%	81%	84%	94%	79%	94%	94%
Revenue	\$1,018,000	\$2,069,000	\$772,200	\$1,096,000	\$428,280	\$332,000	\$193,880	\$2,790,900	\$661,680	\$1,792,500	\$11,155,080
Expenses	\$623,000	\$1,165,500	\$478,800	\$541,000	\$264,800	\$213,320	\$168,440	\$1,356,930	\$975,060	\$900,560	\$6,687,310
NOI	\$395,000	\$903,500	\$293,400	\$555,000	\$163,480	\$118,680	\$25,440	\$1,433,970	(\$307,380)	\$891,940	\$4,467,770
DS	\$0	\$602,875	\$0	\$295,000	\$0	\$0	\$0	\$1,513,001	\$98,033	\$1,919,378	\$4,428,287
Fund Contr.	\$395,000	\$300,625	\$293,400	\$260,000	\$163,480	\$118,680	\$25,440	(\$70,000)	(\$405,413)	(\$1,027,438)	\$39,480
DSCR	N/A	1.58	N/A	N/A	N/A	N/A	N/A	0.99	0.39	0.49	1.01

Reposition Inventory

RENTAL RATE INCREASE

FY	2019	2020	2021	2022	2023	2024
Existing						
Capital Project Contribution	\$39,480	\$336,589	\$396,176	\$463,923	\$607,329	\$667,496
Capital Project Fund Balance	N/A	\$376,069	\$772,246	\$1,236,168	\$1,843,497	\$2,510,993
System DSCR	1.01	1.08	1.09	1.11	1.14	1.15
Proposed Two Rivers & Emerald Hill Offline						
Capital Project Contribution	\$39,480	\$604,873	\$684,464	\$772,993	\$937,988	\$1,020,577
Capital Project Fund Balance	N/A	\$644,353	\$1,328,817	\$2,101,810	\$3,039,799	\$4,060,375
System DSCR	1.01	1.14	1.15	1.18	1.22	1.24

NOTE: Updated March 2019.

Combined Proposed Program Changes

RENTAL RATE INCREASE

FY	2019	2020	2021	2022	2023	2024
Existing						
Capital Project Contribution	\$39,480	\$336,589	\$396,176	\$463,923	\$607,329	\$667,496
Capital Project Fund Balance	N/A	\$376,069	\$772,246	\$1,236,168	\$1,843,497	\$2,510,993
System DSCR	1.01	1.08	1.09	1.11	1.14	1.15
Proposed Emerald Hill & Two Rivers Offline + \$15 Monthly Increase						
Capital Project Contribution	\$39,480	\$700,413	\$883,187	\$1,083,011	\$1,367,906	\$1,579,521
Capital Project Fund Balance	N/A	\$739,893	\$1,623,080	\$2,706,091	\$4,073,996	\$5,653,517
System DSCR	1.01	1.16	1.20	1.25	1.32	1.36

NOTE: Updated March 2019.

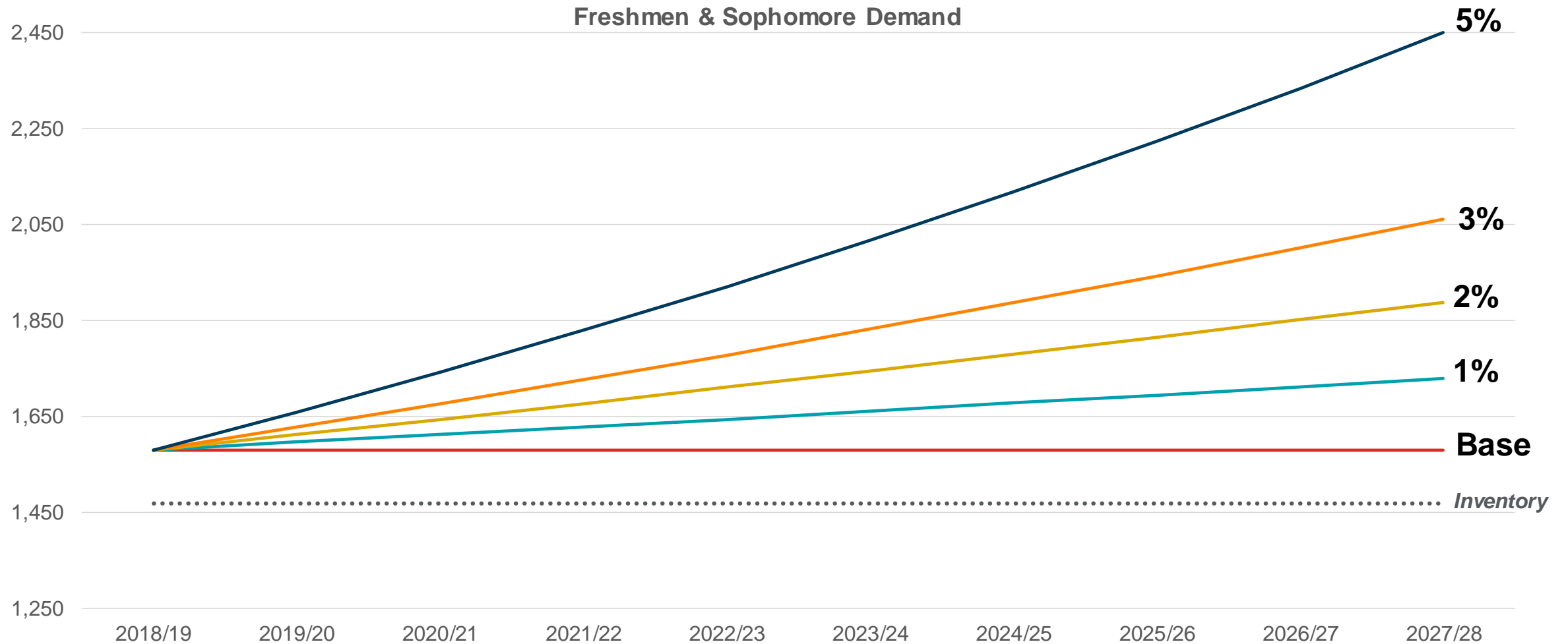


4

IMPACT OF ENROLLMENT GROWTH

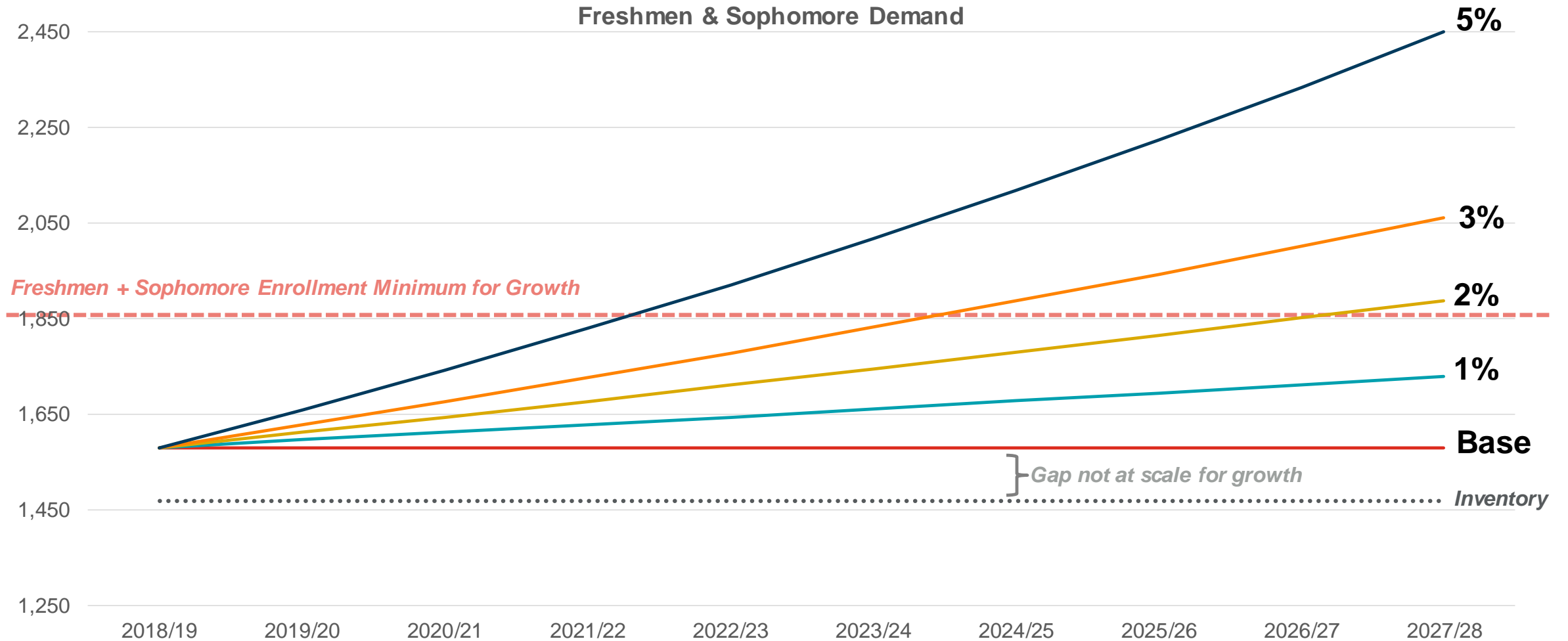
Freshmen & Sophomore Demand With Growth Scenarios

IMPACT OF ENROLLMENT GROWTH



Freshmen & Sophomore Demand With Growth Scenarios

IMPACT OF ENROLLMENT GROWTH



Final Considerations

MASTER PLAN RECONCILIATION



**Confirm priority
order of housing's
purpose to inform
decision making
criteria**



**Position housing
system's financial
performance to
prepare for growth**



**Building housing
capacity should be
market
responsive.**

Dining



APSU Dining

OVERVIEW

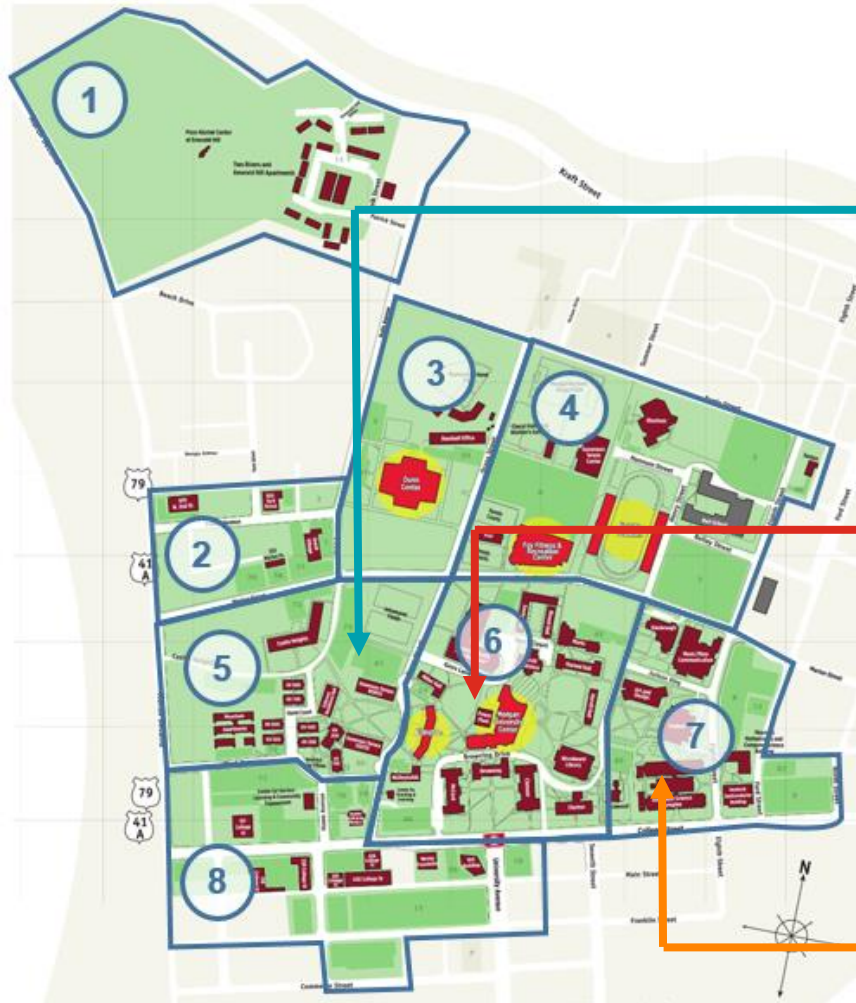
1. To maximize dining's value as a strategic campus asset, it must deliver a broad campus service - amplifying the residential experience and supporting commuter student, faculty, and staff campus needs.
2. Once the exiting program portfolio is enhanced and financially stable, APSU should bolster and extend its dining footprint in high-demand areas to align with APSU's enrollment growth and continue to maximize dining's strategic value.



1 To maximize dining's value as a strategic campus asset, it must deliver a broad campus service - amplifying the residential experience and supporting student, faculty, and staff campus needs.

Maximizing Dining's Strategic Value

EXISTING LOCATIONS



Zone 5

Build Pizza
Burgerdippy
The Knights Stand
The Hand Stand

Zone 6

The Caf (residential dining)
The Food Court
Einstein's Bagels
The Peay Pod
Subway
Starbucks

Zone 7

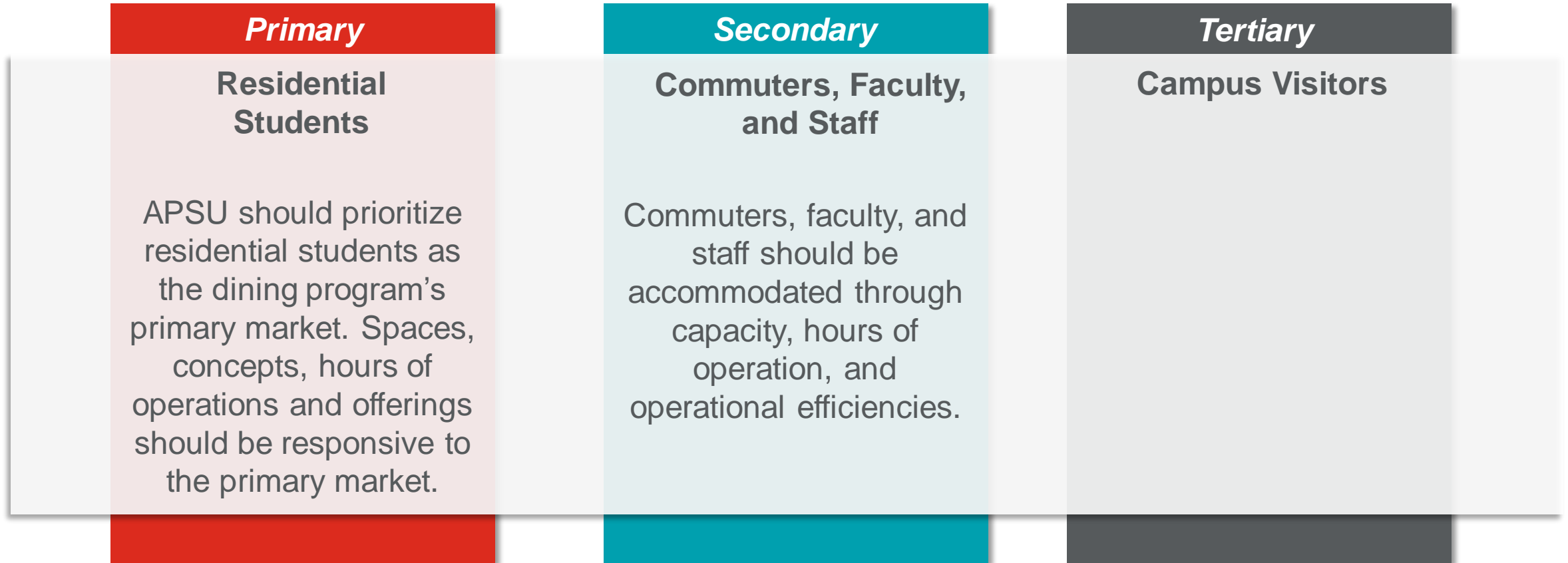
Elements Cafe

Existing Portfolio

- > 1 Residential Venue
- > 5 Retail Locations
 - 5 nationally-branded concepts
- > 3 C-Stores

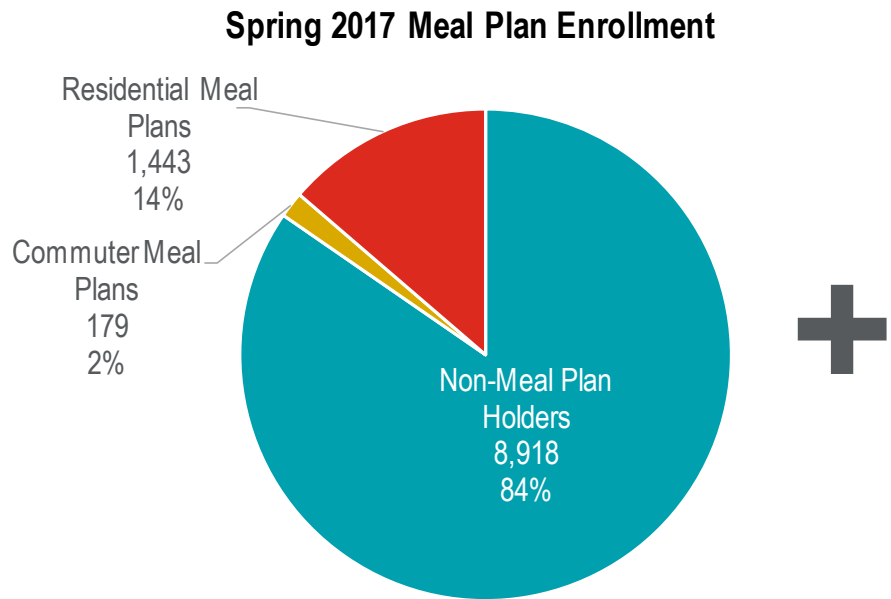
Maximizing Dining's Strategic Value

TARGET MARKET



Maximizing Dining's Strategic Value

PRIMARY TARGET MARKET – RESIDENTIAL STUDENTS



78%
of FY18's
campus dining
revenue is
comprised on
meal plan
sales*.

Residential students, predominantly first-year students, saturate the dining program

APSU Dining is currently accommodating dining's primary market, but lacking facility and operational capacity to serve the broader, secondary market.

*Campus dining revenue excludes camp, conference, and catering sales.

Maximizing Dining's Strategic Value

PRIMARY MARKET – RESIDENTIAL STUDENTS

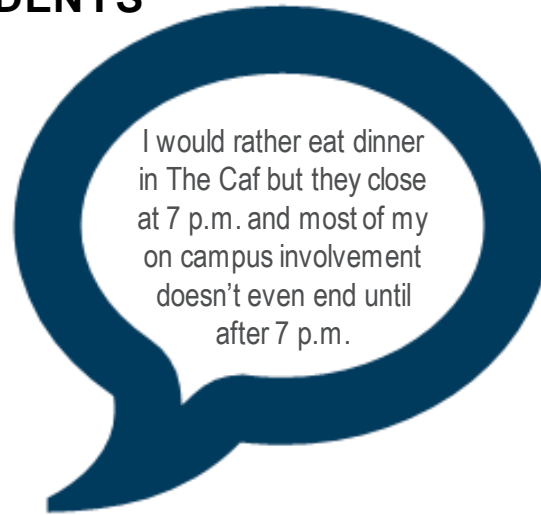


Meal Plan Satisfaction Factors	All Responses
Flexibility in dining locations	26%
Convenience in dining experience	17%
Flexibility/convenience in dining hours	14%
Food and menu variety	14%
Food quality for price	14%
Food quantity for price	10%
Food options satisfy dietary preferences/needs	5%

Meal plan satisfaction is driven by the plan's flexibility and overall convenience of the program.

Maximizing Dining's Strategic Value

PRIMARY MARKET – RESIDENTIAL STUDENTS



The residential facilities, particularly the Caf, are not supporting customer satisfaction or meal plan value perceptions.

Maximizing Dining's Strategic Value

PRIMARY TARGET MARKET – RESIDENTIAL STUDENTS

Facility Size

	The Caf	The Terrace
Peak Lunch Hour 12pm-1pm (mon-sun)	1,084	98
Monday Assumption (25%)	271	25
Seats	268	160
Dine-in %	80%	85%
Time in Seat	30 min	30 min
Seats Per Person @ peak time	2.5	15.4
Servery SF	1,621	853
Time in Servery	10 min	10 min
Servery SF Per Person at Peak Time	36	209

Labor

APSU Dining Concept	Meals Per Labor Hour	Operational Efficiency
	Spring '18	
The Caf / Catering	3.0	●
The Terrace	6.2	●

Financials

	The Caf (\$)	Terrace (\$)
Total Sales	\$3,661,648	\$282,685
Total Expenses	\$4,160,867	\$377,441
Net Profit / (Loss)	(\$499,219)	(\$94,756)

APSU must realign existing residential dining operations to maximize the facilities' programmatic and developmental value.

Maximizing Dining's Strategic Value

SECONDARY MARKET – BROADER CAMPUS

25% *of commuters who dine off campus, do so because on-campus venues are too crowded.*

APSU Dining Concept	Meals Per Labor Hour	
	Fall '17	Spring '18
The Caf / Catering	2.3	3.0
Food Court, Einstiens, Elements Café	9.4	13.9
C-Stores	16.3	22.8
Starbucks	9.2	7.7
Subway	6.3	10.3
The Terrace	3.4	6.2

Operational inefficiencies compound facility congestion; however even with full operating efficiency – the program will need additional facility capacity to accommodate the broad campus needs and position for enrollment growth.

Maximizing Dining's Strategic Value

PHASE I – OPERATIONAL EFFICIENCIES

- › Channel more meal plan holders to the Caf and redirect lunch exchanges
 - Increase quality and appeal of the Caf to support the meal plan's value proposition
 - Redirect traffic to the Terrace concept and increase throughput
- › Work with Chartwells on an efficiency review of the current retail facilities to optimize throughput
- › Participate in industry-wide operational surveys and university training (NACUFS)

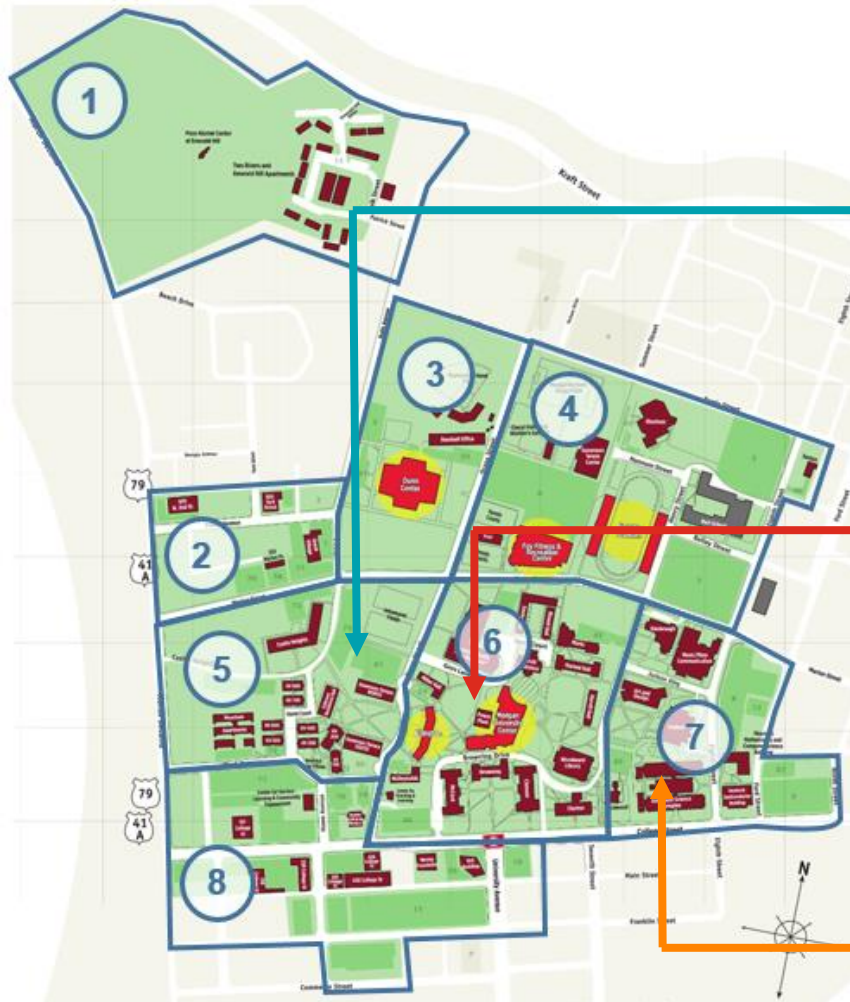


2

Once the exiting program portfolio is enhanced and financially stable, APSU should bolster and extend its dining footprint in high demand areas to align with APSU's enrollment growth and continue to maximize dining's strategic value.

Dining Evolution

DEMAND PROJECTIONS



Zone 5

The Terrace
The Knights Stand
The Hand Stand

Zone 6

The Caf (residential dining)
The Food Court
Einstein's Bagels
The Peay Pod
Subway
Starbucks

Zone 7

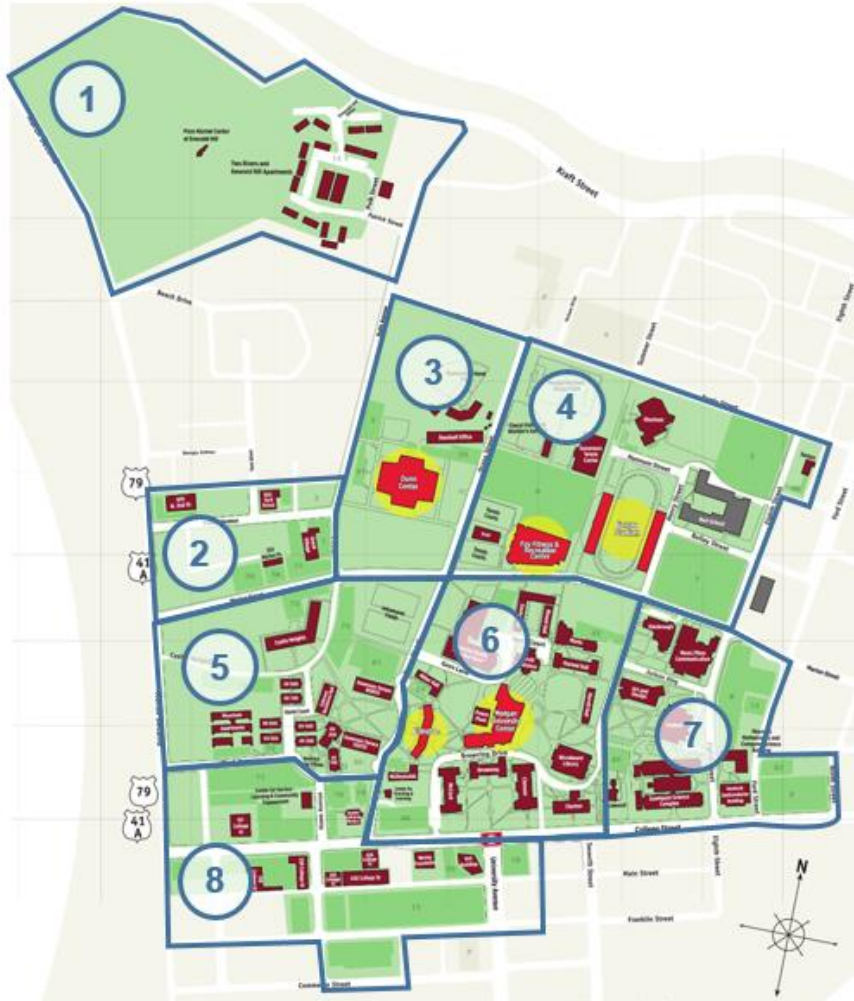
Elements Cafe

IDENTIFYING DINING DEMAND

- 1 Confirm convenience drivers
- 2 Identify demand by location
- 3 Apply utilization filter to mitigate response risk and university projections

Dining Evolution

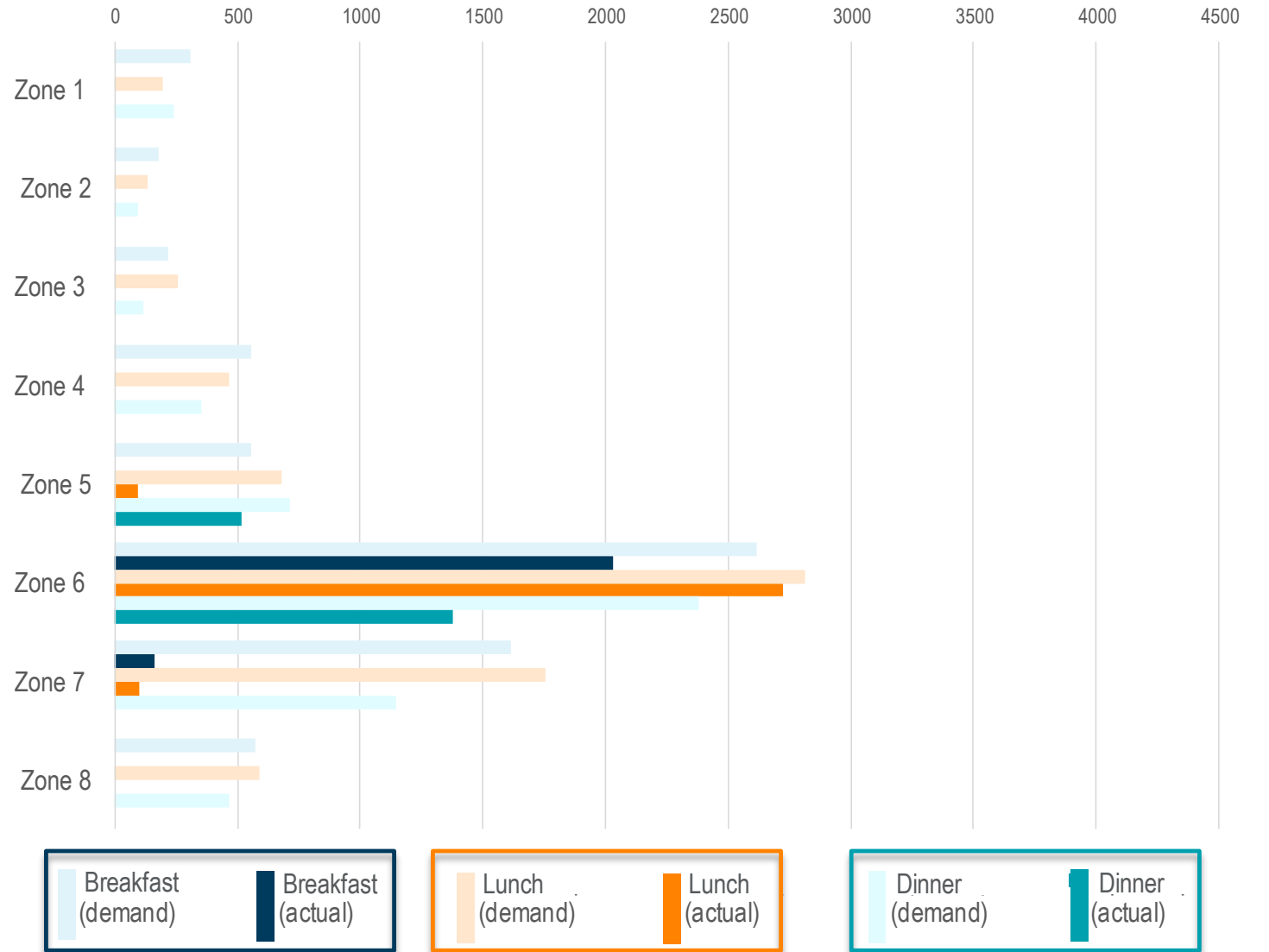
DEMAND - CURRENT



Weekday Demand versus Actual Capture

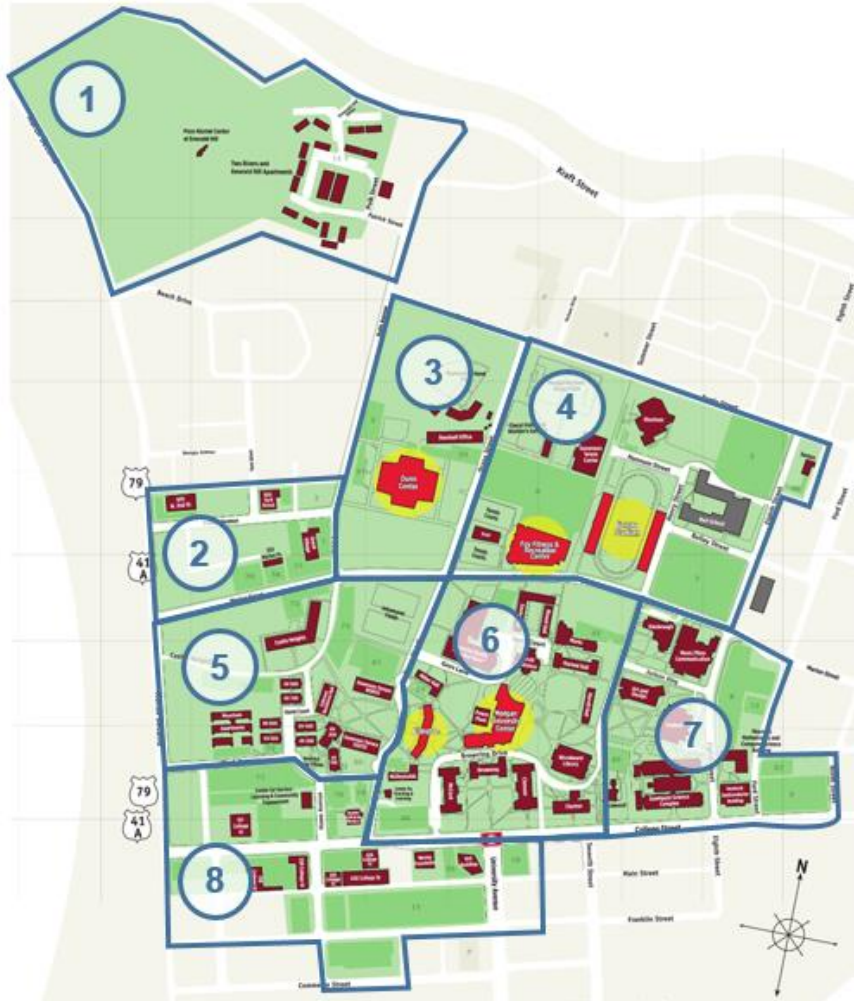
(75% utilization filter)

2018

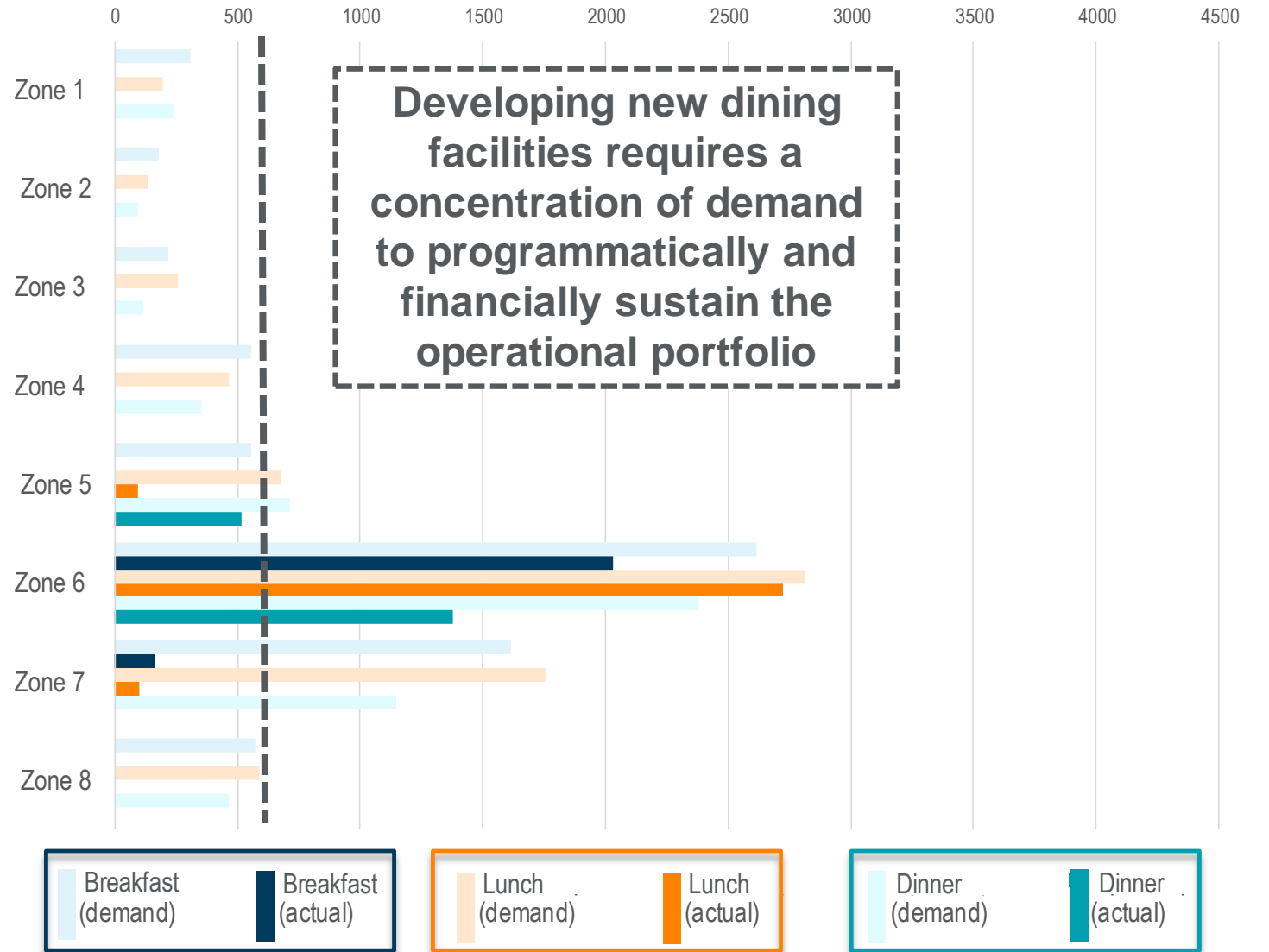


Dining Evolution

DEMAND THRESHOLD

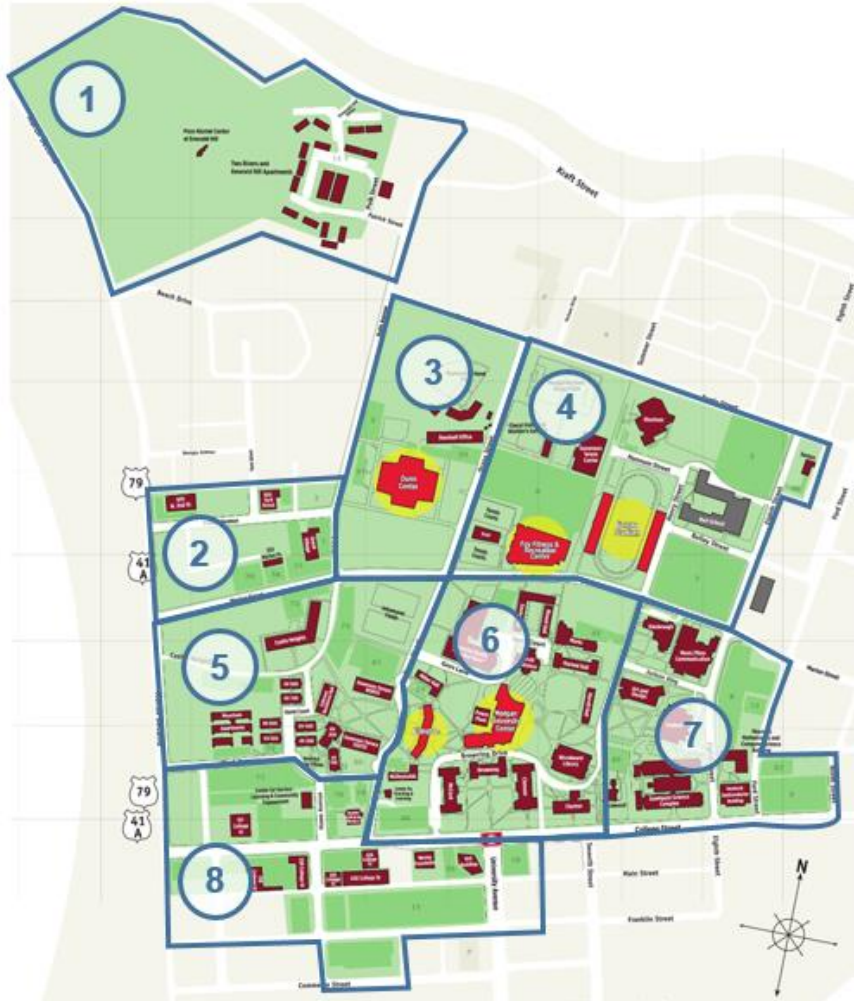


Weekday Demand versus Actual Capture
(75% utilization filter)

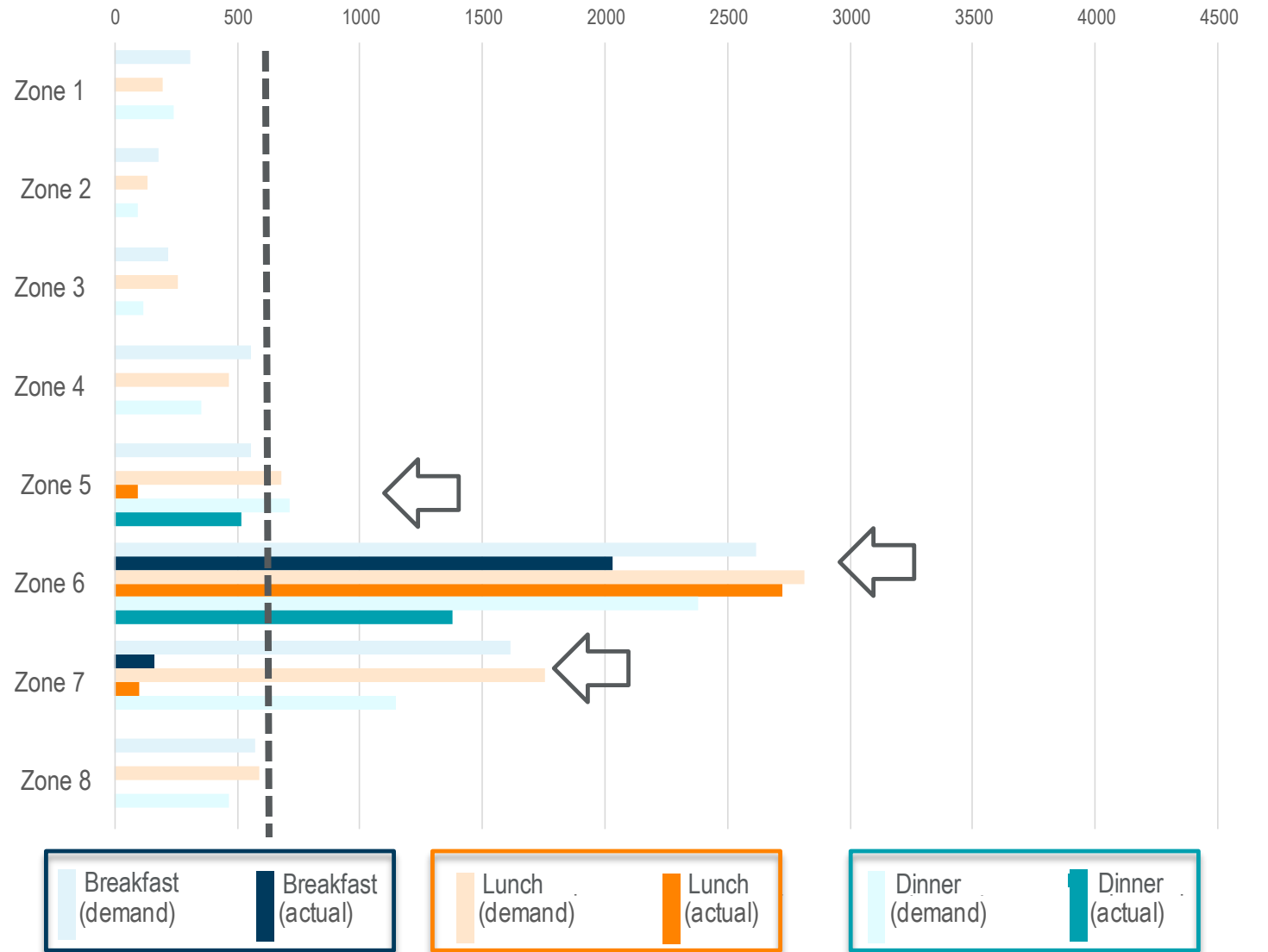


Dining Evolution

DEMAND THRESHOLD

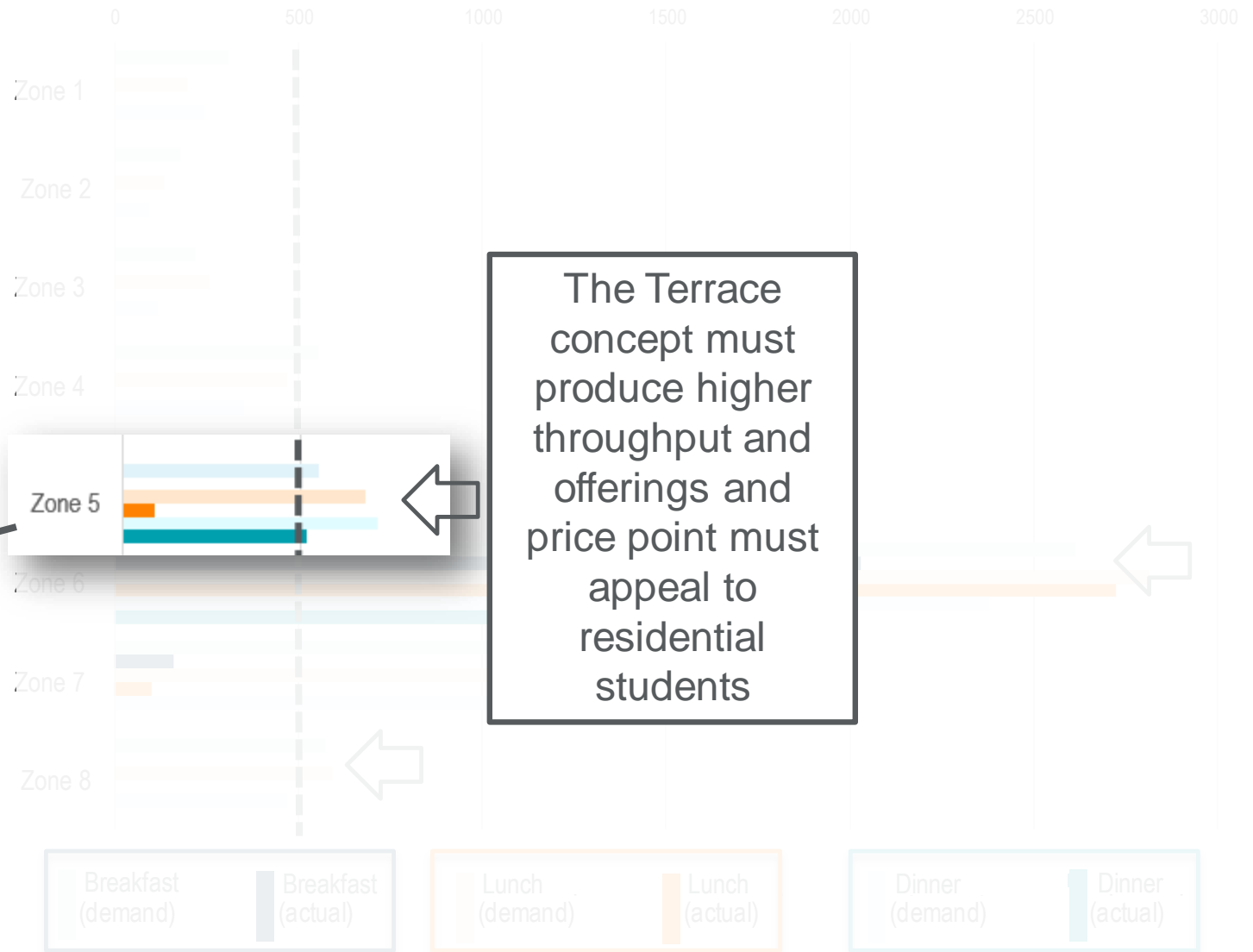
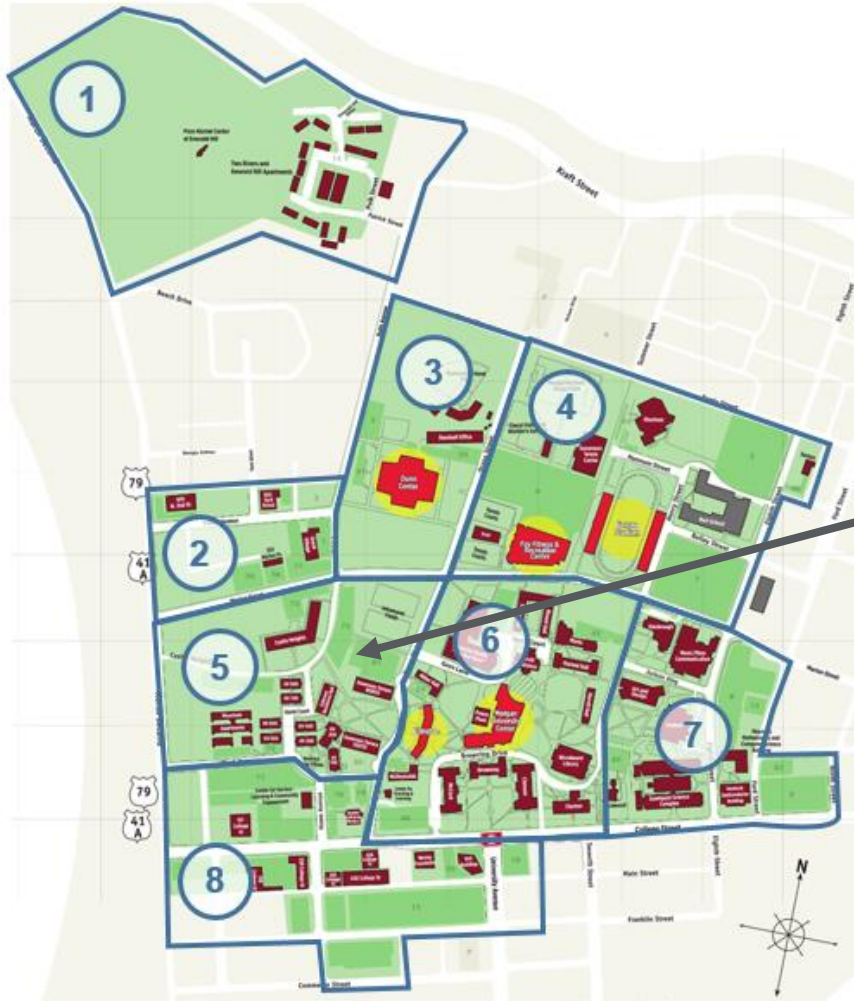


Weekday Demand versus Actual Capture
(75% utilization filter)



Dining Evolution

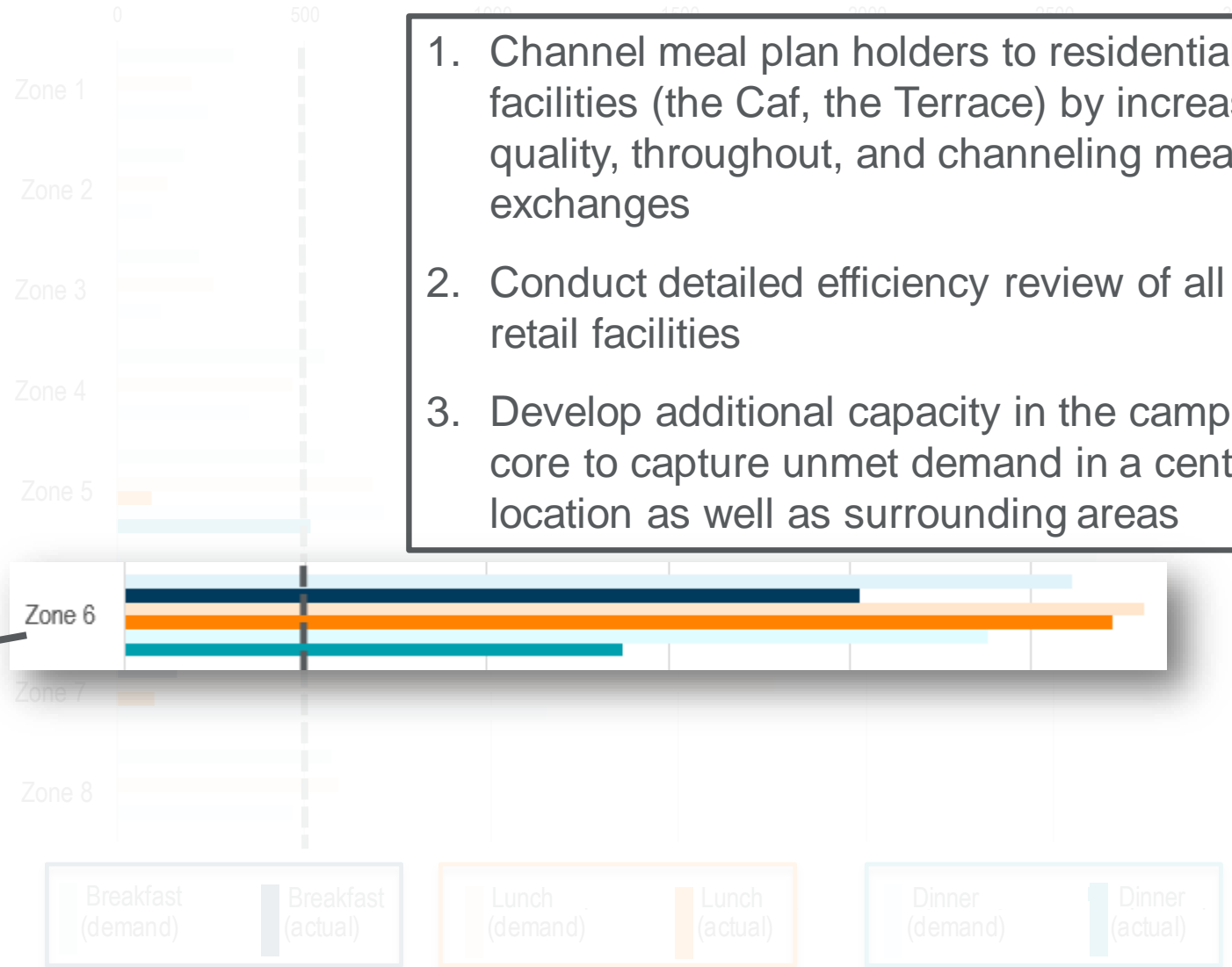
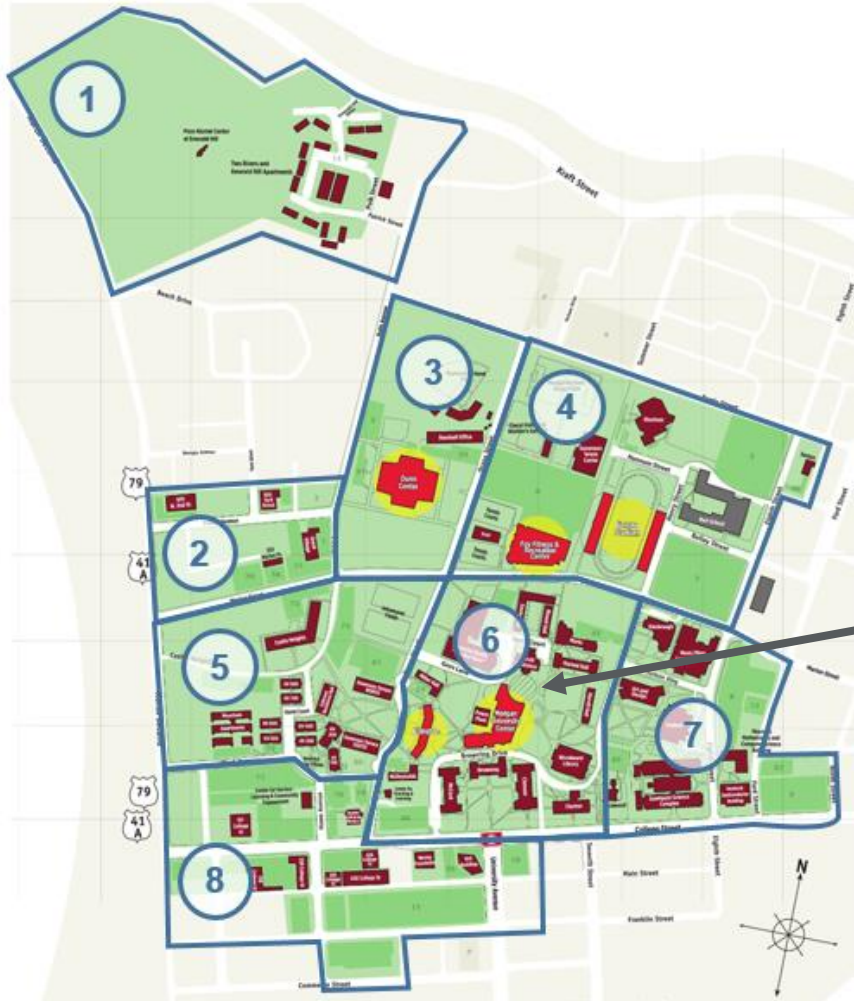
Weekday Demand versus Actual Capture
(75% utilization filter)



The Terrace concept must produce higher throughput and offerings and price point must appeal to residential students

Dining Evolution

Weekday Demand versus Actual Capture
(75% utilization filter)



1. Channel meal plan holders to residential facilities (the Caf, the Terrace) by increasing quality, throughout, and channeling meal exchanges
2. Conduct detailed efficiency review of all retail facilities
3. Develop additional capacity in the campus core to capture unmet demand in a central location as well as surrounding areas

Maximizing Dining's Strategic Value

EXISTING CONDITIONS

Top Reasons to Eat Off Campus	Off Campus
It is less expensive to eat off campus	54%
It is more convenient to eat off campus	35%
Campus dining venues are too crowded	25%
I do not like the food/selection on campus	20%
To take a break from the academic atmosphere	14%
On-campus venues are not open when I would like to eat	11%
Other	10%
I am meeting someone	9%

Top Off Campus Options

- *McDonalds / Wendy's*
- *Chinese Food (Panda, Bonfire, local venues)*
- *Cookout*
- *Chicken Concept (Zaxby's, local venues)*
- *Johnny's Burgers*
- *Pizza (Dominoes, Papa Johns, Mexican (Taco Bell, Moe's)*

Survey responses and popular off-campus options reiterate student dining priorities:

1. Price Point

2. Location and Speed of Service

3. Quality / Menu

Dining Evolution

ZONE 6 – CAMPUS CORE

- › APSU dining requires additional capacity in the campus core to serve the broader campus community. The Bookstore is in an ideal location with the facility infrastructure to maximize broader campus participation through 3-4 retail concepts.

Concept Parameters

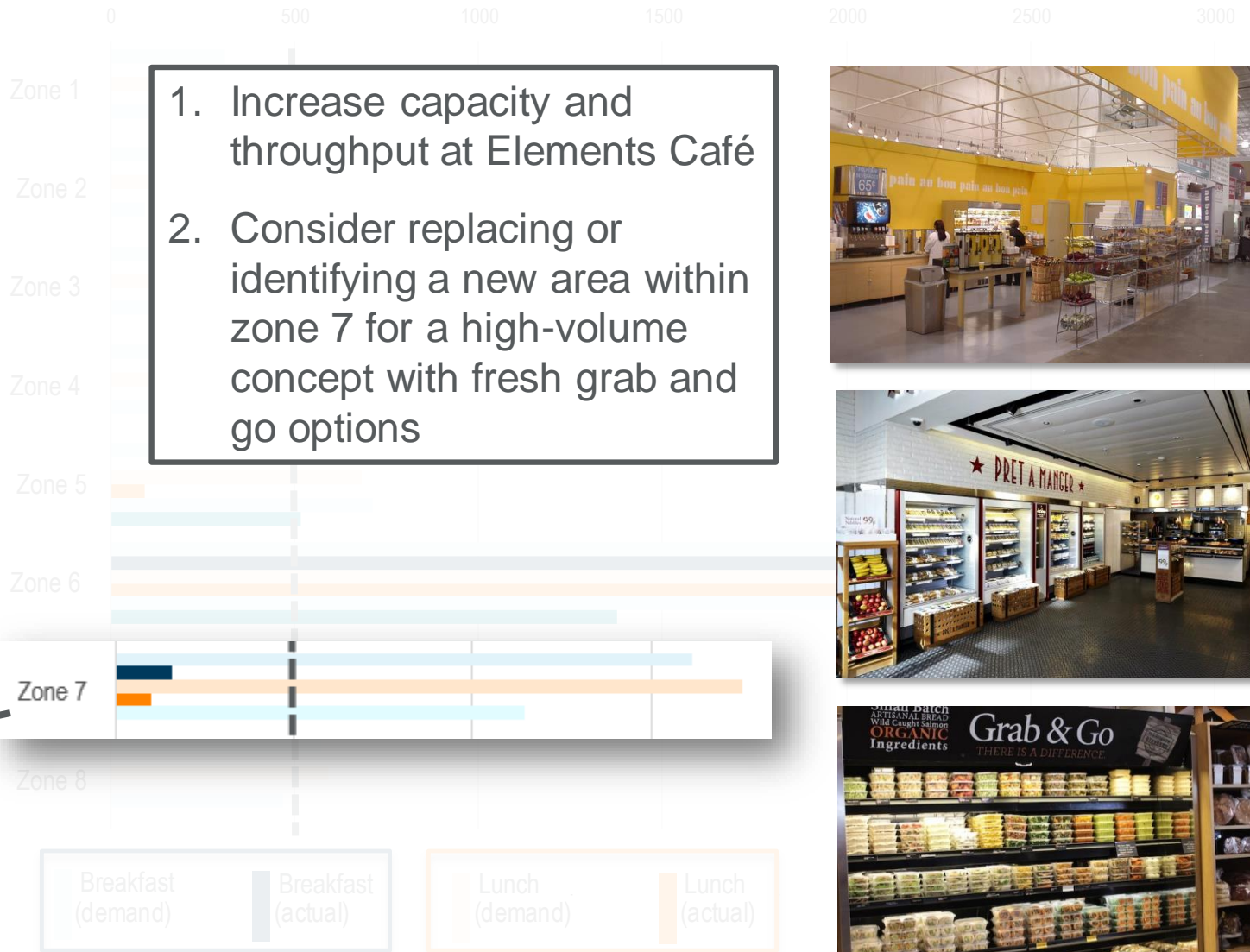
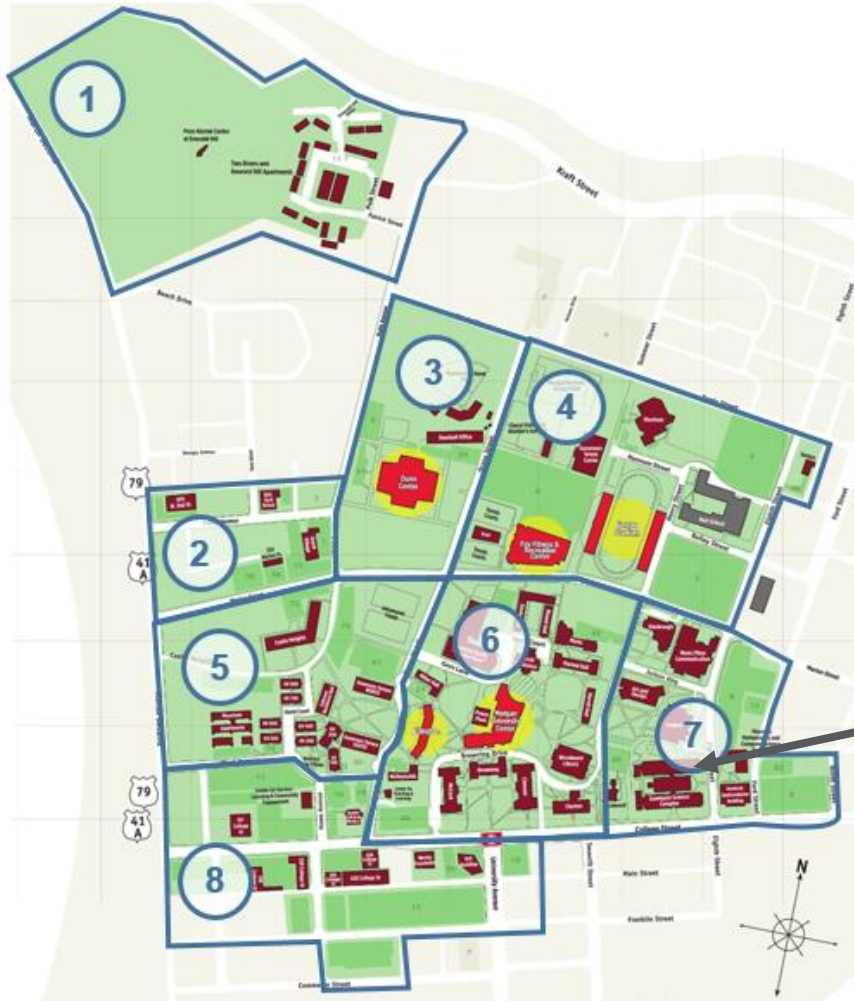
High Volume
(across at all service points)

**Affordable
Price Point**

**Consistent
Quality**

Dining Evolution

Weekday Demand versus Actual Capture (75% utilization filter)



1. Increase capacity and throughput at Elements Café
2. Consider replacing or identifying a new area within zone 7 for a high-volume concept with fresh grab and go options





Recommendations

Dining

PRIORITY RECOMMENDATIONS

Phase I

- › Channel meal plan holders to the Caf and the Terrace by:
 - Increasing the Caf's quality and appeal
 - Redirect traffic to the Terrace concept by adjusting meal plan exchanges and increase throughput
- › Work with Chartwells on an efficiency review of the current retail facilities to optimize throughput

Phase II

- › Implement a high-volume concept in the Elements location
- › Develop additional capacity in the bookstore to capture unmet demand in the campus core and beyond

Dining

PRIORITY RECOMMENDATIONS

Phase I

- › Chanel more meal plan holders to the Caf and redirect lunch exchanges
 - Increase quality and appeal of the Caf
 - Redirect traffic to the Terrace concept and increase throughput
- › Work with Chartwells on an efficiency review of the current retail facilities to optimize throughput

Phase II

- › **In order to keep the dining program financially and programmatically whole, APSU must implement and monitor phase I before acting on phase II**
- › Implement a high volume concept in the Elements location
- › Develop additional capacity in the bookstore to capture student demand in the campus core and beyond

Next Steps

DOCUMENTATION

- › **Senior Leadership Team Presentation**
- › **Final Documentation**

January 23, 2019

End of January 2019



D. Interim Working Session



Agenda

WHAT TO EXPECT

1. Preliminary survey and demand – Housing
2. Preliminary survey and demand – Dining
3. Next steps / Confirm timeline

Guiding Questions

HOUSING & DINING INITIAL FINDINGS WORK SESSION

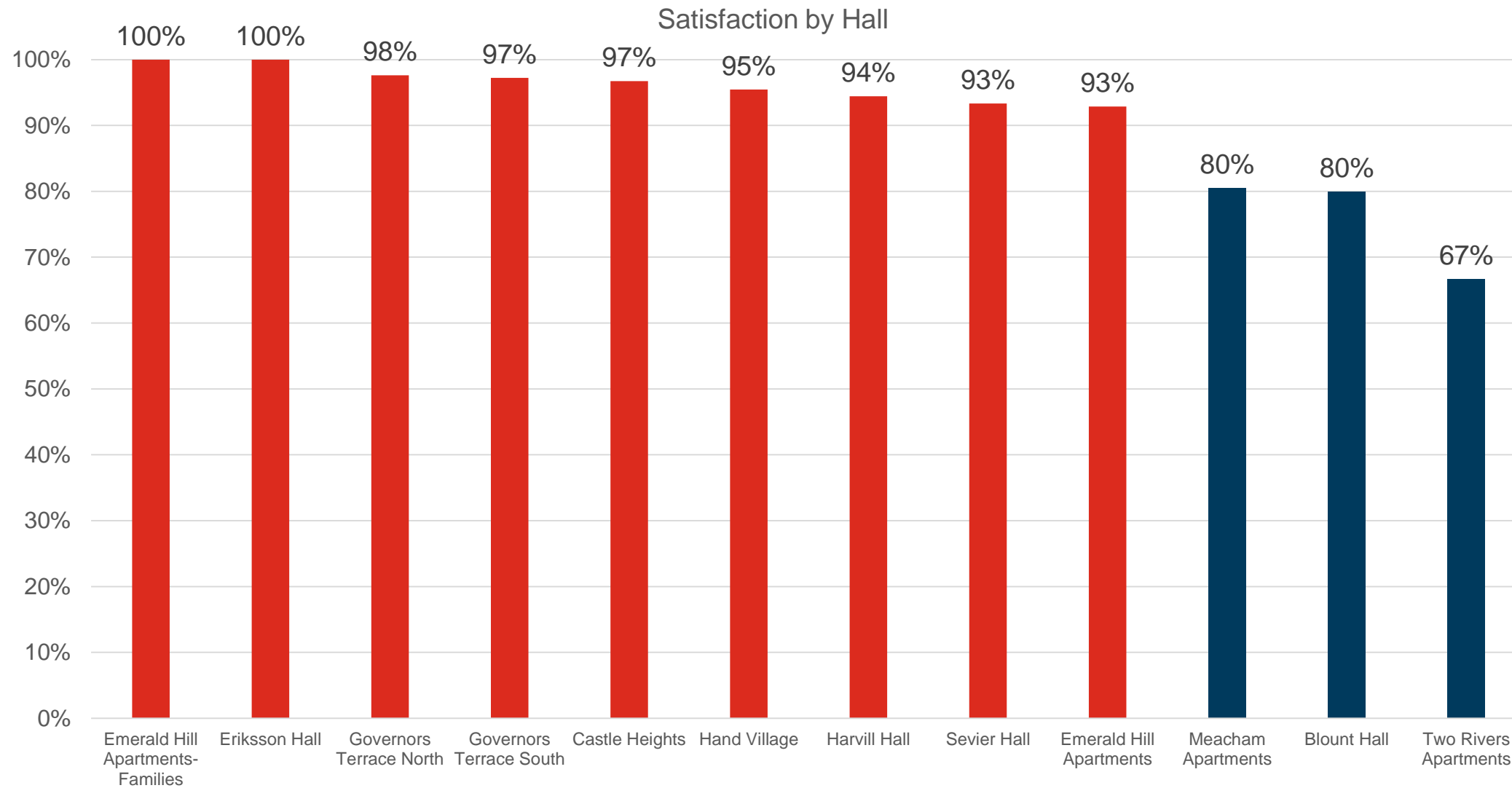
- › What are the project drivers and decision-making criteria for housing and dining at APSU?
- › What investments should APSU make to maximize value of its *housing* program to advance its mission?
- › What investments should APSU make to maximize value of its *dining* program to advance its mission?
- › How should the recommended housing and dining investments be implemented and integrate with APSU's strategic direction to create cohesive campus evolution?

Students want a more residential experience at APSU

INITIAL FINDINGS

- › Overall, students are satisfied with housing and dining
- › Affordability, proximity to campus assets, and physical condition of residence create a satisfying experience – these aspects are misaligned in legacy housing and compromising the residential experience among certain students
- › Housing plays a critical role in achieving Austin Peay’s ambitious enrollment goals – retention will be necessary to sustain growth. Fostering the sophomore experience will enable stronger retention

On-campus satisfaction



94%
Overall on-campus satisfaction

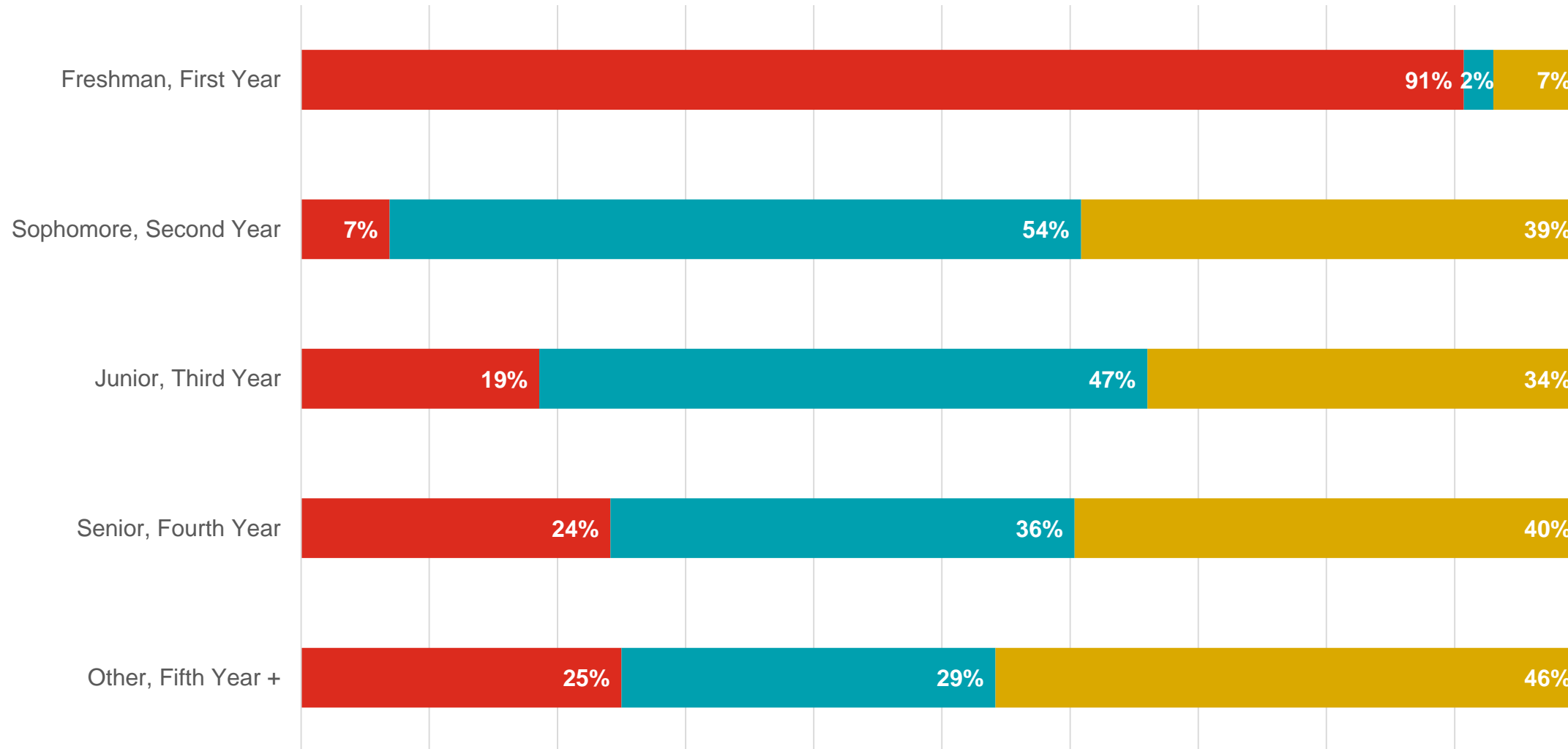
2018 APSU Housing + Dining Survey Data

Aspects of satisfaction

	Blount Hall	Castle Heights	Emerald Hill	Emerald Hill - Families	Eriksson Hall	Govs N	Govs S	Hand Village	Harvill Hall	Meacham	Sevier Hall	Two Rivers
Total cost of rent and utilities	80%	79%	100%	80%	73%	86%	67%	65%	83%	79%	87%	100%
Size of your bedroom	100%	92%	100%	100%	97%	100%	89%	81%	100%	71%	91%	83%
Size of your unit	100%	93%	100%	100%	97%	100%	86%	89%	94%	83%	87%	83%
Proximity to classes	100%	80%	93%	100%	88%	93%	91%	83%	100%	62%	100%	50%
Proximity to dining	100%	90%	77%	80%	94%	97%	89%	84%	100%	65%	98%	67%
Proximity to other students	100%	97%	93%	100%	100%	95%	100%	97%	100%	83%	98%	67%
Amenities and services offered at your current residence	100%	82%	93%	100%	85%	90%	94%	75%	100%	71%	85%	60%
Physical condition of your current residence	80%	94%	92%	80%	100%	95%	100%	85%	83%	76%	84%	83%
Campus leadership opportunities	100%	94%	79%	80%	97%	98%	89%	97%	83%	88%	100%	80%
Access to university resources	100%	97%	85%	100%	100%	100%	92%	88%	100%	88%	100%	67%
Personal involvement in campus activities	100%	90%	86%	100%	94%	95%	94%	94%	94%	93%	98%	67%
Housing regulations (e.g., visitation hours)	100%	93%	86%	100%	91%	76%	92%	85%	100%	81%	93%	33%

Where are students living?

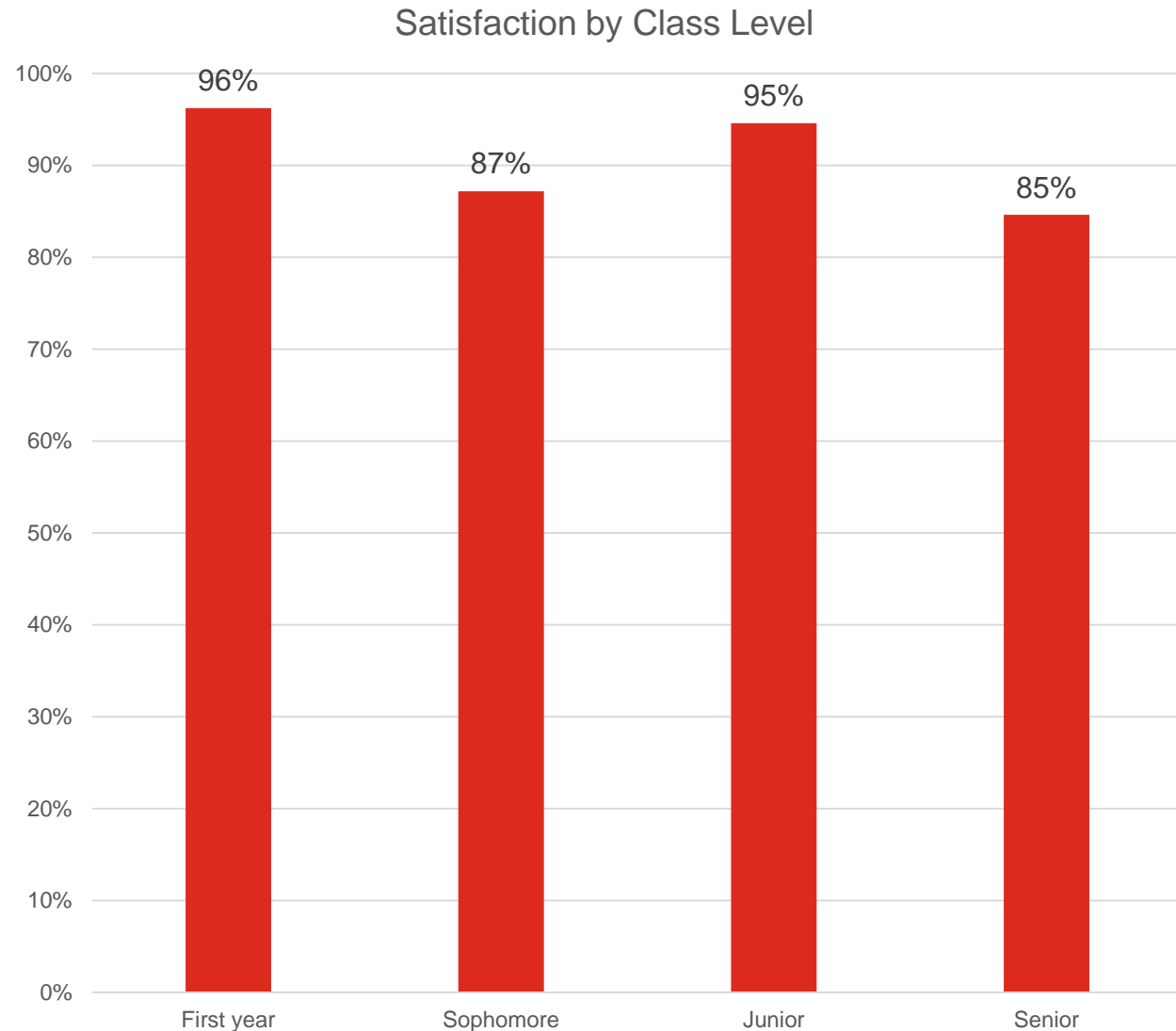
Unit Type Occupancy by Class Tenure



39%
Sophomores
living in
apartment
style units

APSU Occupancy Report – November 16, 2018

The sophomore experience



2018 APSU Housing + Dining Survey Data

“Less special housing treatment for freshman; every major dorm is freshman only, some upperclassmen may prefer a dorm setting that isn't directly in the middle of campus”

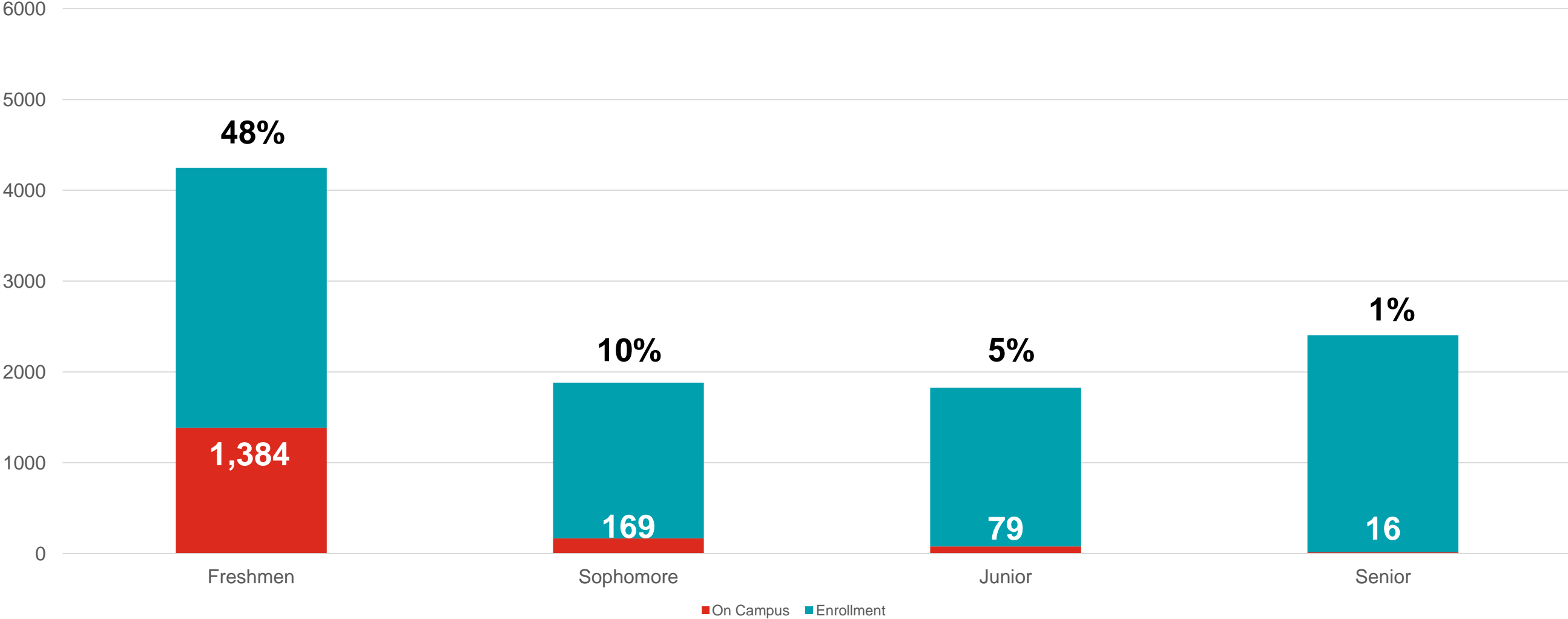
61% The availability of house was important to their decision to attend APSU

70% Rate APSU housing as comparable or better than other universities

2018 On-campus Housing Capture

DEMAND ANALYSIS

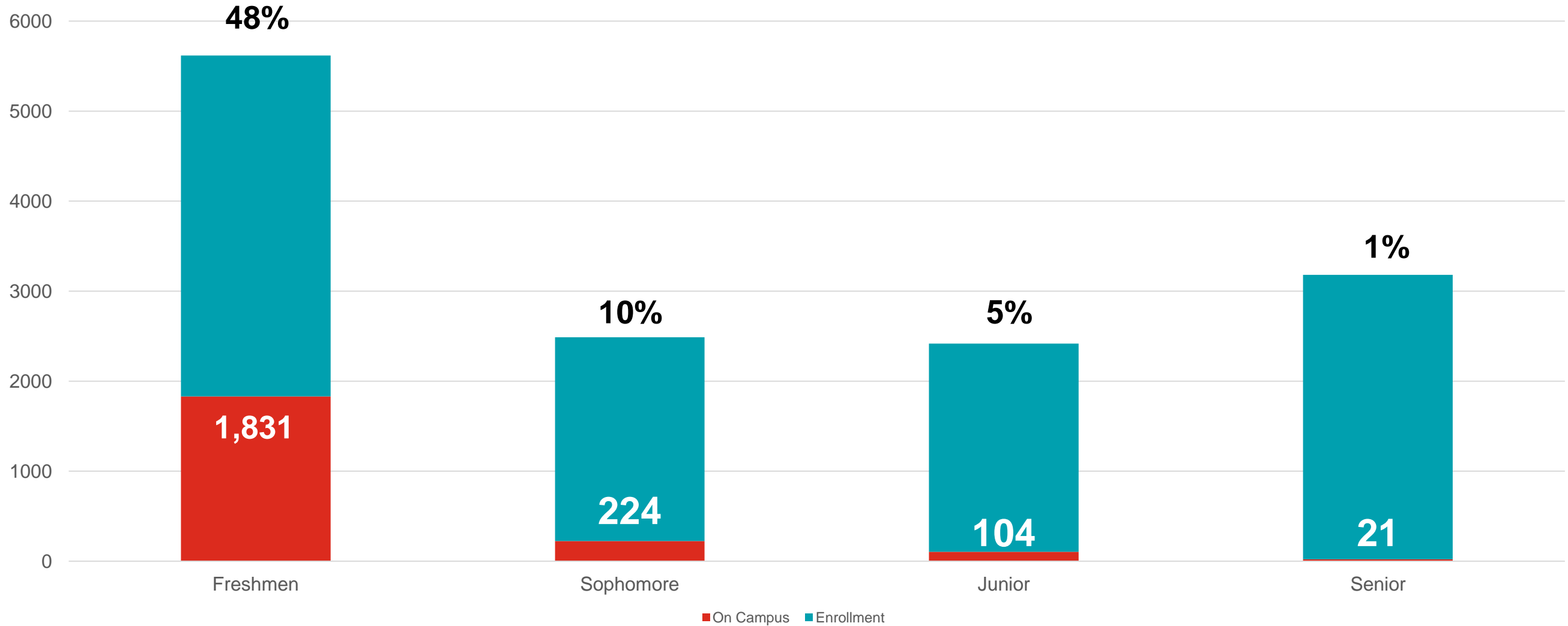
Current Capture



Projected 2020 On-campus Housing Capture

DEMAND ANALYSIS

Potential Capture



Benefits of Austin Peay Housing

STUDENTS WANT A MORE RESIDENTIAL EXPERIENCE AT APSU

Benefits of Austin Peay Housing	
Helped acclimate me to life at Austin Peay.	96%
Provided me with a safe, secure environment.	95%
Provided me with a convenient living option.	95%
Introduced me to new friends.	92%
Had a positive influence on my academic performance.	86%
Provided me with a sense of community.	85%
Helped me learn about people different from me.	85%
Encouraged me to become more involved at Austin Peay.	83%
Provided me with leadership opportunities.	77%
Provided me with a cost effective living option.	70%

Opportunities to improve with longer on-campus housing retention

2018 APSU Housing + Dining Survey Data

Target Market Segments

DEMAND ANALYSIS

Primary

Freshmen / Sophomores

Housing typology should align with their maturity progression, e.g., freshmen and sophomores should not be placed in apartments

Secondary

Upper-division Students

APSU should provide an opportunity for upper-division students to live on campus but not to the detriment of the primary market.

Tertiary

Non-Traditional Students

APSU should celebrate and accommodate non-traditional students' lifestyle needs but not through investments in housing facilities that are programmed solely and specifically for them.

B&D Target Market Methodology

DEMAND ANALYSIS

ON-CAMPUS STUDENTS

Full Time
Freshmen
Sophomore
Junior
Senior
Living on campus

OFF-CAMPUS STUDENTS

Full Time
Freshmen
Sophomore
Junior
Senior
Living off campus
Renting
Paying \$500+ per month

DEMOGRAPHIC FILTERS

Filter raw survey responses to ensure that projections represent only those students with a high probability of living on campus based on their situations, both demographically and financially

B&D Target Market Methodology

DEMAND ANALYSIS

APSU OCR	
Freshmen	1.05x
Sophomore	1.15x
Junior	1.50x
Senior	1.50x

OCCUPANCY COVERAGE RATIO

Proprietary B&D methodology that adjusts demand projection to better reflect:

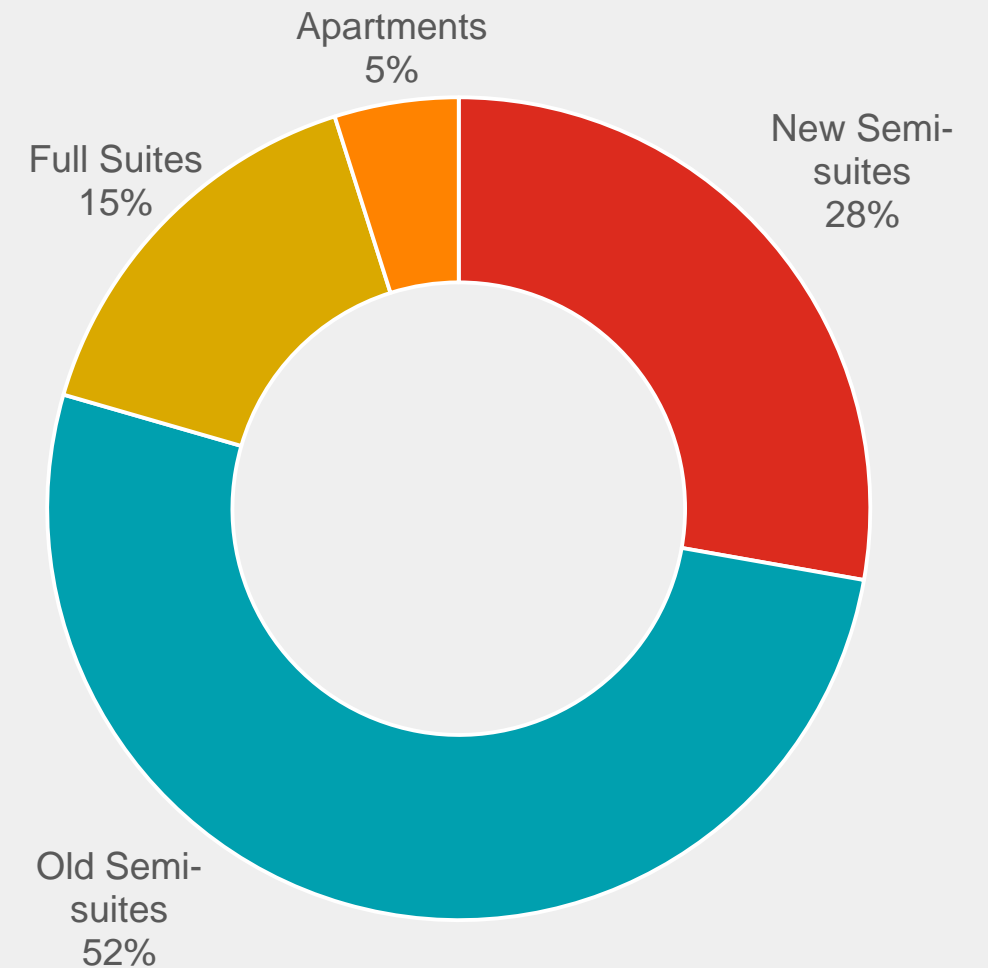
- > An institution's risk tolerance for housing
- > The competitiveness of the off-campus market
- > Example: 1.50 : 1 OCR = 15 units of demand required to build 10 units of supply

Demand Snapshot

DEMAND ANALYSIS

Inventory	1,804
Current (2018) Demand	1,843
<i>Net Demand (2018)</i>	<i>+39</i>
Projected (2020) Demand	2,438
<i>Net Demand (2020)</i>	<i>+634</i>

Demand Distribution



Existing Inventory

DEMAND ANALYSIS

Castle Heights, Gov N,
Gov S, Eriksson

New Semi - Suite

817 BEDS

Blount, Sevier, Harvill

Old Semi Suite

353 BEDS

Hand Village

Full Suite

303 BEDS

Emerald Hill, Meacham,
Two Rivers

Apartment

339 BEDS

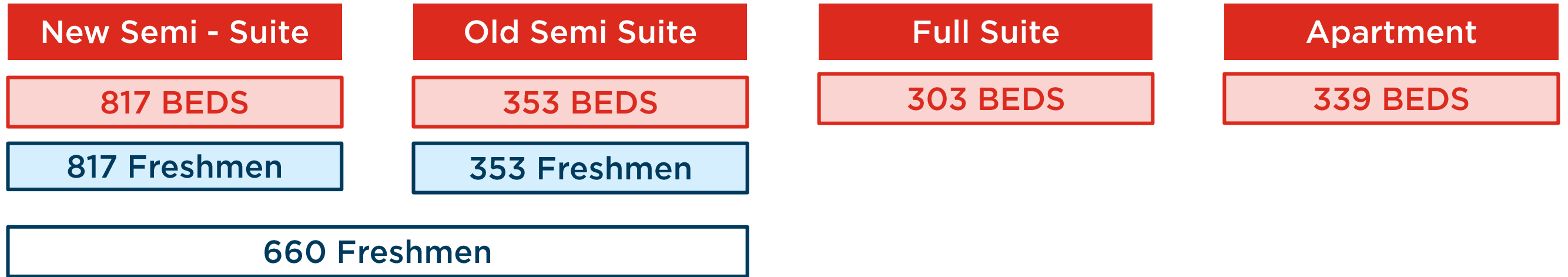
Survey Demand – 2020 Enrollment Growth

DEMAND ANALYSIS

	New Semi - Suite	Old Semi Suite	Full Suite	Apartment
	817 BEDS	353 BEDS	303 BEDS	339 BEDS
<i>Demand</i>	604 BEDS	1,260 BEDS	382 BEDS	119 BEDS
<i>Imbalance</i>	140 BEDS	-907 BEDS	-79 BEDS	220 BEDS

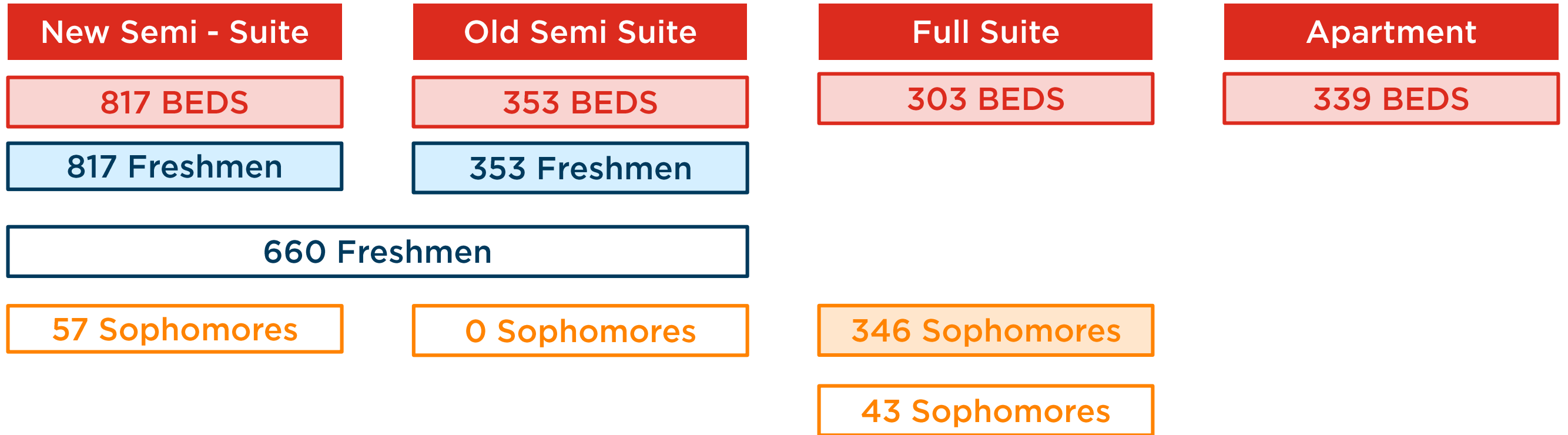
Freshmen Placement

DEMAND ANALYSIS



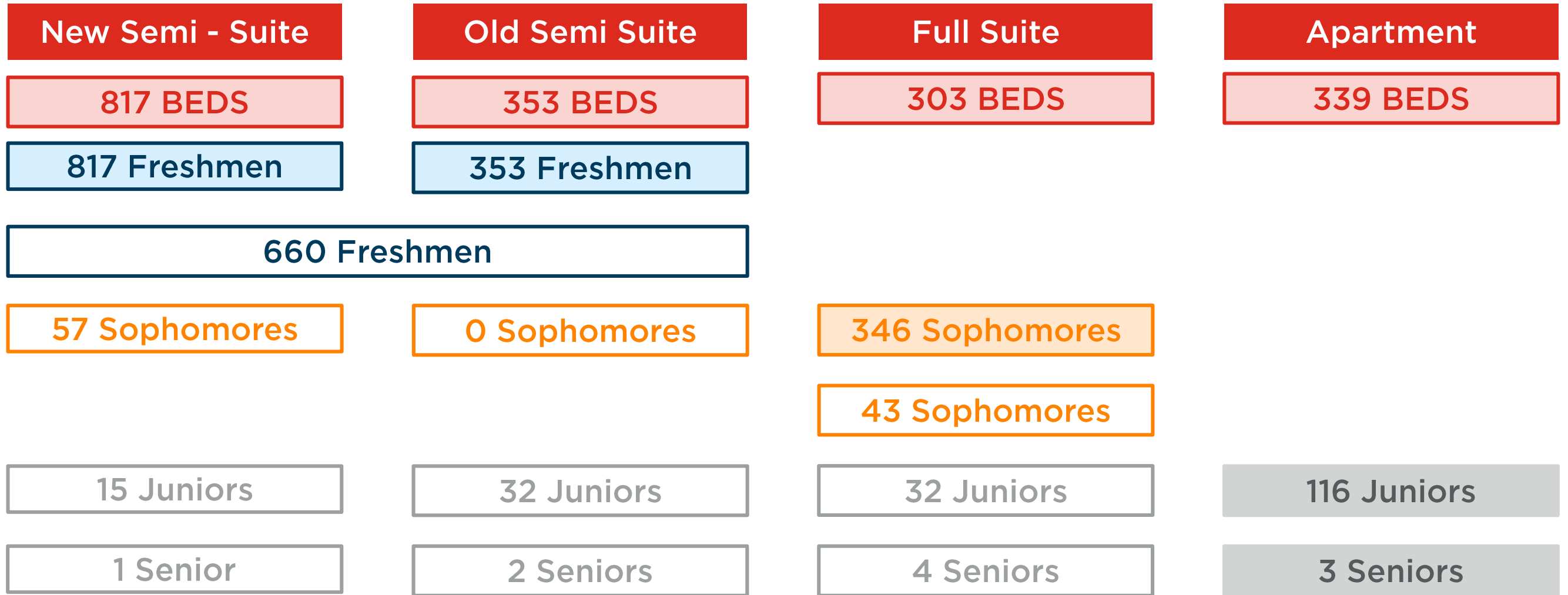
Sophomore Placement

DEMAND ANALYSIS



Junior + Senior Placement

DEMAND ANALYSIS

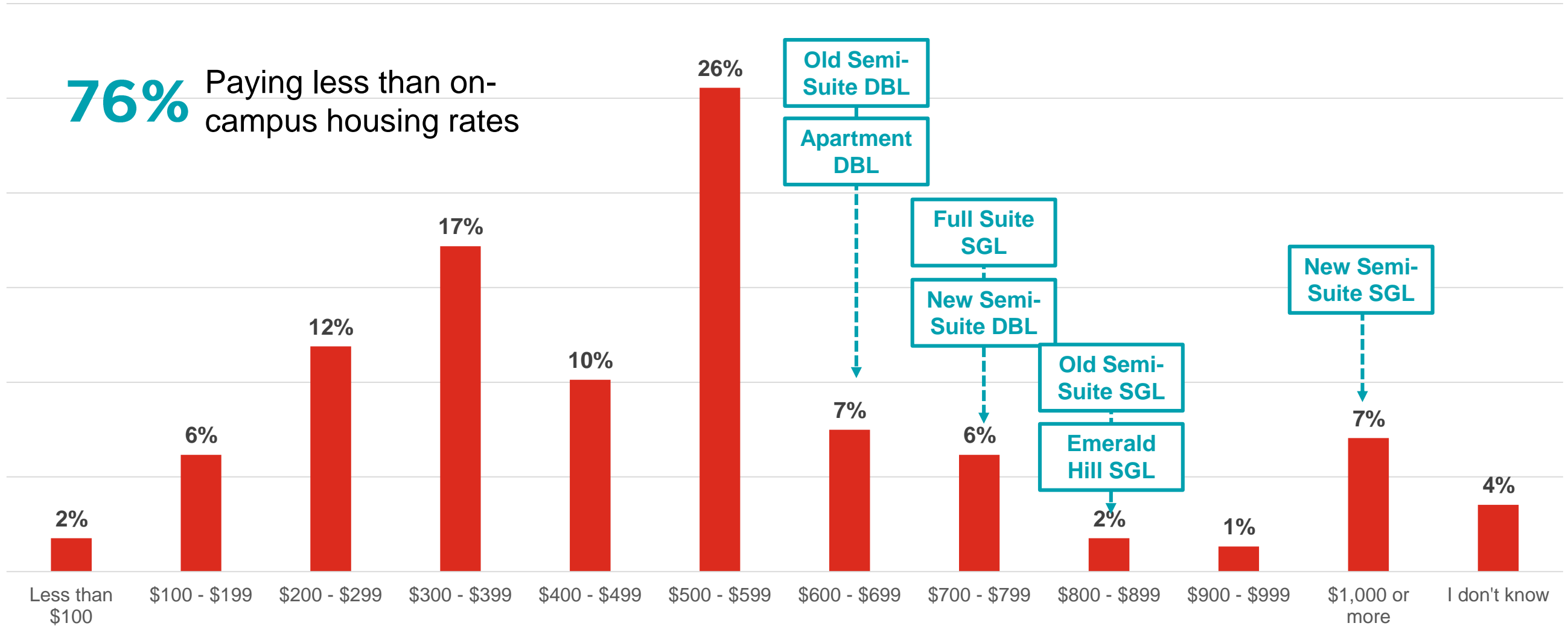


Off-Campus Rental Rates

DEMAND ANALYSIS

Off-campus Rental Rates

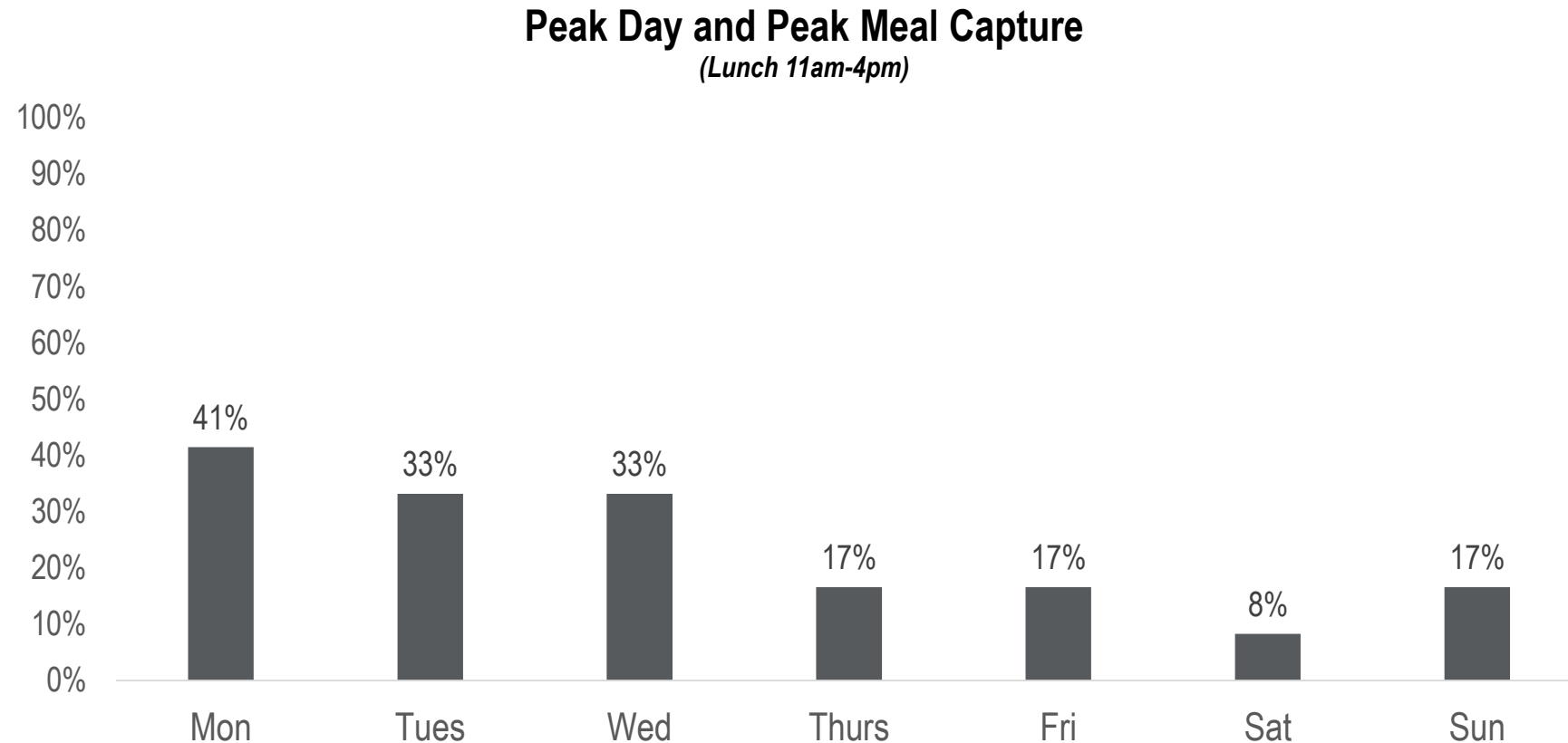
76% Paying less than on-campus housing rates



APSU DINING

CAMPUS ENGAGEMENT

- › How much of the current population is APSU currently capturing in the dining facilities?
 - Reflecting national trends, there is higher participation earlier in the academic week.
 - APSU is capturing a decent proportion of the campus dining demand.



APSU DINING

FACILITY CAPACITY

- > How does the current capture translate to facility capacity during peak use?
 - Based on the current capture, the dining program’s infrastructure sufficiently meets the needs of the population.
 - Operational challenges and program offerings may contribute to pinch points.

	Food Court	The Caf	Woodward Library Starbucks	Subway	Einsteins	Terrace Burger- dipity
Peak Lunch Hour 12pm-1pm (mon-sun)	1,544	1,084	400	455	284	98
Monday Assumption (25%)	386	271	100	114	71	25
Seats	224	268	20	52	82	160
Dine-in %	70%	80%	10%	20%	50%	85%
Time in Seat	30 min	30 min	30 min	30 min	30 min	30 min
Seats Per Person @ peak time	1.7	2.5	4.0	4.6	4.6	15.4
Servery SF	2,414	2,525	756	1,296	2,294	904
Time in Servery	10 min	10 min	10 min	10 min	10 min	10 min
Servery SF Per Person at Peak Time	38	56	45	68	194	221

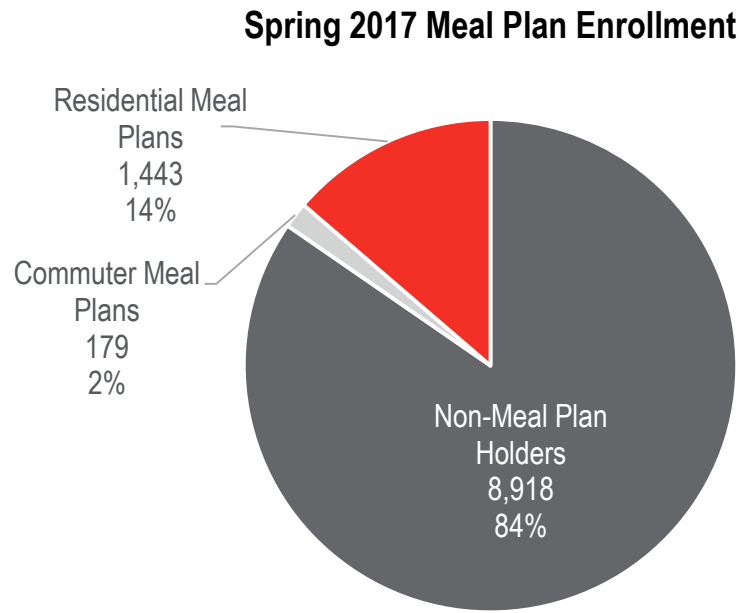
Standard Benchmark: **1.25** at traditional venues

Standard Benchmark: **35-45** SF/person

APSU DINING

CUSTOMER CAPTURE

- > Who is currently utilizing campus dining facilities? What is the current level of satisfaction among customers?
 - Meal plan holders are the predominant user group across all facilities.
 - Meal plan satisfaction is driven by the plan’s flexibility and overall convenience of the program.



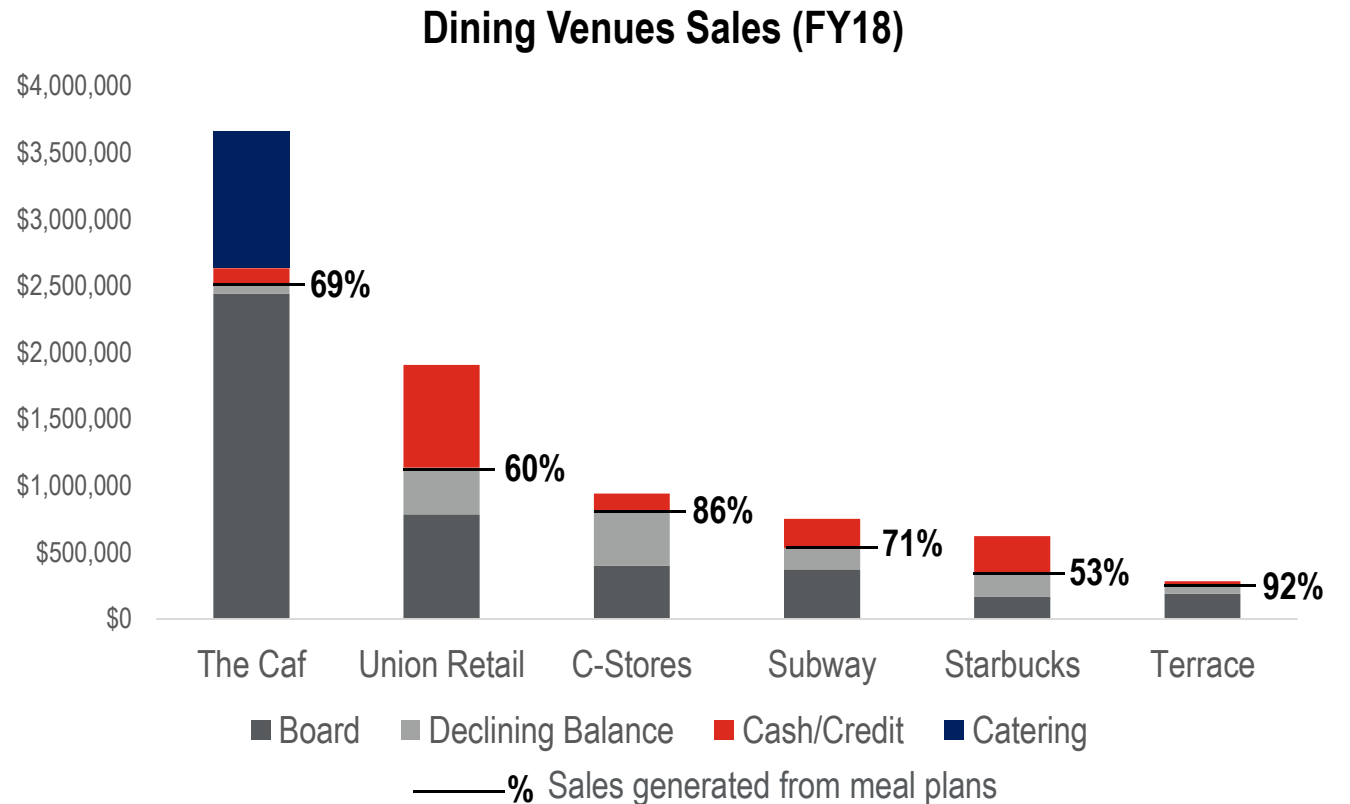
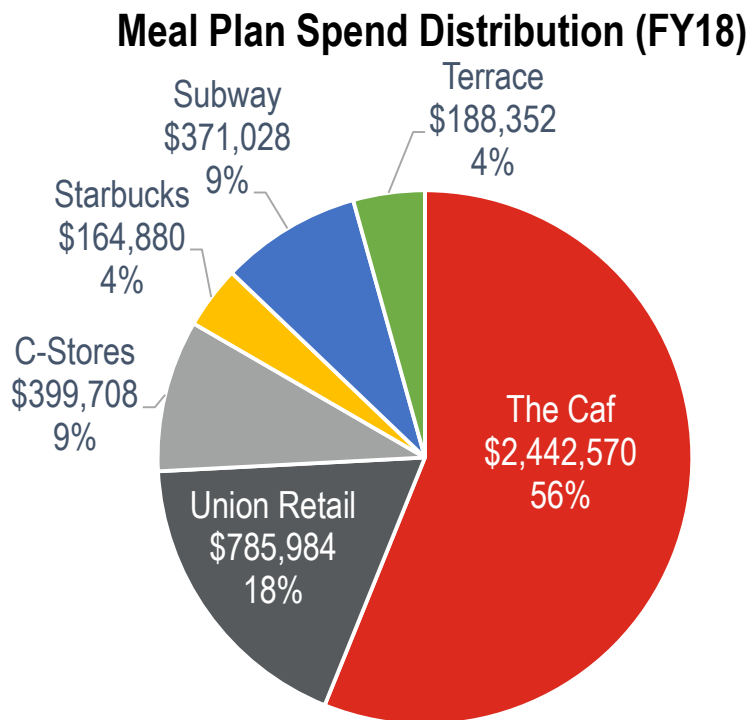
85%
Of meal plan holders are satisfied with their plan

Meal Plan Satisfaction Factors	All Responses
Flexibility in dining locations	26%
Convenience in dining experience	17%
Flexibility/convenience in dining hours	14%
Food and menu variety	14%
Food quality for price	14%
Food quantity for price	10%
Food options satisfy dietary preferences/needs	5%

APSU DINING

MEAL PLAN INFLUENCE

- > How is the meal plan's flexibility impacting the dining program on a portfolio level?
 - 44% of all meal plan dollars are spent at retail venues across campus.
 - In all retail venues, meal plans are generating more than half of all sales; however only 16% of campus is enrolled in a meal plan.



APSU DINING

FINANCIAL PERFORMANCE

- › What is the current financial health of the program? Does the financial performance suggest a need to increase, decrease, or reposition dining spaces?
 - Financial performance reflects the meal plan holder’s consumer trends.
 - Any repositioning or expansion of dining would need to generate and capture new dollars.

FY18 Dining Financials

	Total	The Caf	Union Retail (EBB+FC)	C-Stores	Starbucks	Subway	Terrace
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)
Total Sales	\$8,299,688	\$3,661,648	\$1,906,384	\$940,936	\$622,684	\$750,403	\$282,685
Total Expenses	\$7,849,906	\$4,160,867	\$1,525,149	\$665,476	\$512,010	\$574,284	\$377,441
Chartwells Net Profit / (Loss)	\$449,782	(\$499,219)	\$381,235	\$275,460	\$110,674	\$176,119	(\$94,756)
APSU Commissions	\$643,134						

Next Steps

APSU – HOUSING & DINING MASTER PLAN

ANALYSIS

- › Define characteristics of other market segments
 - Students living at home
 - Regional students
- › Refine concepts with financial feasibility to identify investments APSU should make in housing
- › Identify untapped dining market through detailed demand analysis

SCHEDULE

- › Final recommendations on campus with leadership team week of **December 10th**
- › Briefing document **January 2019**

E. Focus Group Summary



FOCUS GROUP FINDINGS

OBJECTIVES

The B&D team conducted a series of student focus groups on campus to engage key student demographics in dynamic conversation about housing and dining at APSU. Each focus group was led by a B&D moderator that guided students through discussion regarding their current experiences, levels of satisfaction and recommendations for housing and dining on campus. As a result of the focus groups, B&D gained perspective on the challenges and opportunities inherent in the student life experience at APSU and identified student sensitivities and campus issues to be quantified and explored further in the student survey.

METHODOLOGY

On Monday, September 17th, the B&D team led four focus groups with the following groups of students:

- ◆ Students currently living on campus
- ◆ Students currently living off campus
- ◆ Members of the Student Government Association
- ◆ Resident Assistants

Overall, 21 students participated in the focus groups.

B&D guided each of the conversations to address factors in students' housing decisions, their current levels of satisfaction with their housing and dining situations, and their recommendations for potential future housing and dining facilities and polities.

SUMMARY OF FINDINGS

APSU students expressed an appreciation for the overall campus life experience and the convenience of on-campus housing and dining options. Students are generally price conscious, which tends to drive their housing and dining decisions, particularly after their first-year residential experience. However, upper division students expressed an interest in additional on-campus housing options at affordable price points to maintain the convenience of living on campus.

DETAILED FINDINGS

The cost of living on campus is the primary factor driving students to the off-campus market.

- ◆ Overall, students reported that the quality of on-campus housing is high and living on campus encourages them to become more involved in organizations, activities, and events.

- First-year students remarked that the quality of APSU's housing options were above-average compared to other campuses they toured, and they appreciated the availability of affordable and comfortable living options as they transitioned to college life.
- ◆ Students who chose to live off campus did so primarily for affordability reasons.
 - Commuter students are either living with nearby family members or in an off-campus apartment or house with friends.
 - Students reported that they would prefer to live on campus but cannot afford housing and meal plan costs, which exceed tuition costs for some students.
 - Students feel discouraged by high prices and believe that they impact overall student retention.
- ◆ Additional reasons students cited for moving off campus related to lifestyle flexibility.
 - Students mentioned that on-campus visiting policies were socially limiting, and that living off campus made it easier to socialize and entertain friends.
 - Living off-campus in an apartment with a kitchen to prepare food is perceived to be more affordable and flexible to meet dietary preferences.

The limited availability of upper-division housing on campus is a deterrent to students who want to live on campus after their freshmen year.

- ◆ Upper-division students, particularly those who had once lived on campus, suggested they would be interested in continuing to live on campus, but felt “pushed” off campus due to freshman residential policy and current housing capacity.
- ◆ Upper-division students that choose to live on campus and are able to secure housing did so for convenience and proximity to classes and campus events. Other reasons included:
 - Some scholarship packages only include on-campus housing and living off campus would require students to pay out of pocket.
 - Living off campus requires transportation and some students do not own or have access to a car.
 - Living on campus enable students to be “in the know” for campus events and activities.

Students reported a perceived disparity in the physical quality of on-campus residence halls, and there is an impression that students must trade physical quality for location (and vice versa) when choosing where to live.

- ◆ Sevier and Blount are considered to be poorest quality on campus, lacking a “homey” feel and reported pest control problems.
 - However, students appreciate that Sevier is close to classes and consider it to be a more affordable options.

- ◆ Castle Heights is the most popular housing option and considered to be the highest quality on campus. Students especially like the game room and lobby areas, which they say contributes to building community.
 - However, Castle Heights is considered to be inconvenient to classes and has higher room rates.
- ◆ Harvill Hall is known for its tight-knit community, and many students live there for all four years
- ◆ Governors Terrace North and South have a reputation for good quality.

Students believe that certain APSU Residence Life programs and policies could better contribute to a sense of community and engagement on campus.

- ◆ Several students felt that the atmosphere in the residence halls felt “like a dorm, not like home,” and cited the Library, athletic fields, Recreation Center, and the Terrace as spaces that felt more student-friendly.
 - Students expressed concern about the general lack of hangout space, inability to be loud in the residence halls, and the restrictive poster policy, which they feel prevents them from effectively communicating about events and activities happening on campus.
- ◆ Students also felt that the content of the Residence Life programs could be more appealing.

Students expressed a desire to expand dining hours of operation to offer increased dining venue variety at night and on weekends.

- ◆ Students would prefer the Caf to be open later than 7:30 pm to accommodate their eating schedules.
 - Students felt that the lack of late night hours prevents them from maximizing their meal plans.
- ◆ Students would also prefer that the Food Court offer weekend hours.
- ◆ The limited hours push students to find food in the off-campus market, particularly on weekends.

There is concern among students that meal plan pricing is high for the menu options and variety available to them in on-campus dining venues.

- ◆ Students were generally satisfied with dining options, particularly in the first few weeks of each semester. However, students believed that menu options became monotonous as the semester continued.
 - Students feel that the Food Court has better quality food, but the Caf offers more healthy options.
- ◆ The door price at the Caf is perceived as very expensive by commuters
- ◆ Students like the exchange option on the unlimited meal plan but wish that exchanges were unlimited.

Long dining lines, particularly at the register, discourage students from dining in on-campus venues when they are between classes.

- ◆ The location of dining venues is convenient relative to the academic core and residential neighborhoods.
- ◆ However, lines are often up to 20 minutes long, even for a “light lunch” option.
 - Students typically have up to an hour for lunch in between classes, but long lines prohibit them from on-campus options.

F. Student and Faculty/Staff Survey Results



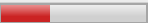


Austin Peay State University - Fall 2018 - Housing & Dining Campus Survey - STAFF






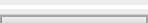
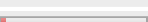
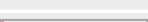
Description:


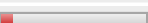
Date Created: 9/24/2018 1:14:01 PM

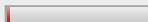


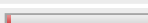
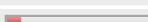
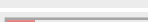
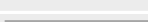
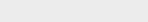
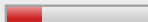
Date Range: 9/26/2018 12:00:00 AM - 10/14/2018 11:59:00 PM

Total Respondents: 264

Q1. What is your current position on campus?			
Count	Percent		
89	33.71%		Faculty
175	66.29%		Staff
0	0.00%		Other (please specify)
264	Respondents		

Q2. In general, my preferred dietary pattern is:			
Count	Percent		
113	43.13%		Mainstream, eat most everything
115	43.89%		Mainstream, prefer mostly healthy options
14	5.34%		Vegetarian
3	1.15%		Vegan
2	0.76%		Kosher
1	0.38%		Halal
8	3.05%		Gluten-free / Intolerance
6	2.29%		Other (please specify)
262	Respondents		

Q3. Do you have any medical dietary restrictions (e.g. food allergies, lactose-intolerant, gluten-free, etc.)?			
Count	Percent		
211	80.53%		No
9	3.44%		Yes, gluten-free
15	5.73%		Yes, lactose-intolerant
5	1.91%		Yes, milk, eggs, fish, shellfish, tree nuts, peanuts, wheat, soy, and/or sesame
22	8.40%		Yes (please specify)
262	Respondents		

Q4. What does convenient dining mean to you? (SELECT UP TO THREE)				
Count	Respondent %	Response %		
16	6.13%	2.53%		Dining options close to housing
44	16.86%	6.96%		Dining options close to classes
8	3.07%	1.27%		Dining options close to athletic facilities
18	6.90%	2.85%		Dining options close to parking
63	24.14%	9.97%		Dining options close to academic resources
123	47.13%	19.46%		Dining options with flexible or extended hours of operation
186	71.26%	29.43%		Dining options with short lines and minimal wait-to-order times
155	59.39%	24.53%		Dining options with "to go" capability
19	7.28%	3.01%		Other (please specify)
261	Respondents			
632	Responses			

Q5. How much time do you typically have for breakfast?

Count	Percent		
118	45.91%		Less than 15 minutes
88	34.24%		15 - 20 minutes
33	12.84%		21 - 30 minutes
9	3.50%		31 - 40 minutes
1	0.39%		41 - 50 minutes
4	1.56%		51 - 60 minutes
4	1.56%		More than 1 hour
257 Respondents			

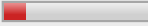
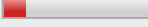
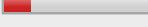
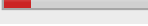
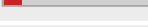

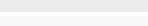
Q6. How much time do you typically have for lunch?

Count	Percent		
5	1.92%		Less than 15 minutes
15	5.77%		15 - 20 minutes
41	15.77%		21 - 30 minutes
43	16.54%		31 - 40 minutes
31	11.92%		41 - 50 minutes
122	46.92%		51 - 60 minutes
3	1.15%		More than 1 hour
260 Respondents			

Q7. How much time do you typically have for dinner?

Count	Percent		
7	2.78%		Less than 15 minutes
5	1.98%		15 - 20 minutes
18	7.14%		21 - 30 minutes
31	12.30%		31 - 40 minutes
22	8.73%		41 - 50 minutes
82	32.54%		51 - 60 minutes
87	34.52%		More than 1 hour
252 Respondents			

Q8. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 1

Count	Respondent %	Response %		
5	50.00%	15.63%		Monday
5	50.00%	15.63%		Tuesday
6	60.00%	18.75%		Wednesday
6	60.00%	18.75%		Thursday
4	40.00%	12.50%		Friday
2	20.00%	6.25%		Saturday
4	40.00%	12.50%		Sunday
10 Respondents				
32 Responses				

Q9. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 2

Count	Respondent %	Response %		
8	66.67%	16.33%		Monday
9	75.00%	18.37%		Tuesday
8	66.67%	16.33%		Wednesday
9	75.00%	18.37%		Thursday
8	66.67%	16.33%		Friday
3	25.00%	6.12%		Saturday
4	33.33%	8.16%		Sunday
12	Respondents			
49	Responses			

Q10. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 3

Count	Respondent %	Response %		
7	70.00%	17.07%		Monday
7	70.00%	17.07%		Tuesday
8	80.00%	19.51%		Wednesday
5	50.00%	12.20%		Thursday
7	70.00%	17.07%		Friday
4	40.00%	9.76%		Saturday
3	30.00%	7.32%		Sunday
10	Respondents			
41	Responses			

Q11. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 4

Count	Respondent %	Response %		
17	85.00%	23.61%		Monday
11	55.00%	15.28%		Tuesday
14	70.00%	19.44%		Wednesday
13	65.00%	18.06%		Thursday
12	60.00%	16.67%		Friday
3	15.00%	4.17%		Saturday
2	10.00%	2.78%		Sunday
20	Respondents			
72	Responses			

Q12. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 5

Count	Respondent %	Response %		
21	80.77%	17.50%		Monday
22	84.62%	18.33%		Tuesday
21	80.77%	17.50%		Wednesday
20	76.92%	16.67%		Thursday
22	84.62%	18.33%		Friday
7	26.92%	5.83%		Saturday
7	26.92%	5.83%		Sunday
26	Respondents			
120	Responses			

Q13. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 6

Count	Respondent %	Response %		
170	94.44%	18.58%		Monday
163	90.56%	17.81%		Tuesday
168	93.33%	18.36%		Wednesday
165	91.67%	18.03%		Thursday
160	88.89%	17.49%		Friday
46	25.56%	5.03%		Saturday
43	23.89%	4.70%		Sunday
180	Respondents			
915	Responses			

Q14. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 7

Count	Respondent %	Response %		
40	90.91%	20.73%		Monday
35	79.55%	18.13%		Tuesday
34	77.27%	17.62%		Wednesday
35	79.55%	18.13%		Thursday
34	77.27%	17.62%		Friday
8	18.18%	4.15%		Saturday
7	15.91%	3.63%		Sunday
44	Respondents			
193	Responses			

Q15. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show where you would eat each day of the week. SELECT ALL THAT APPLY. - Zone 8

Count	Respondent %	Response %		
18	66.67%	17.82%		Monday
16	59.26%	15.84%		Tuesday
19	70.37%	18.81%		Wednesday
19	70.37%	18.81%		Thursday
19	70.37%	18.81%		Friday
5	18.52%	4.95%		Saturday
5	18.52%	4.95%		Sunday
27	Respondents			
101	Responses			

Q16. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 1

Count	Respondent %	Response %		
2	5.56%	4.17%		Before 8 AM
1	2.78%	2.08%		8 AM - 9 AM
0	0.00%	0.00%		9 AM - 10 AM
2	5.56%	4.17%		10 AM - 11 AM
6	16.67%	12.50%		11 AM - 12 PM
6	16.67%	12.50%		12 PM - 1 PM
3	8.33%	6.25%		1 PM - 2 PM
3	8.33%	6.25%		2 PM - 3 PM
1	2.78%	2.08%		3 PM - 4 PM
0	0.00%	0.00%		4 PM - 5 PM
0	0.00%	0.00%		5 PM - 6 PM
0	0.00%	0.00%		6 PM - 7 PM
0	0.00%	0.00%		7 PM - 8 PM
0	0.00%	0.00%		8 PM - 9 PM
0	0.00%	0.00%		After 9 PM
24	66.67%	50.00%		Never
36	Respondents			
48	Responses			

Q17. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 2

Count	Respondent %	Response %		
3	8.11%	5.45%		Before 8 AM
2	5.41%	3.64%		8 AM - 9 AM
0	0.00%	0.00%		9 AM - 10 AM
1	2.70%	1.82%		10 AM - 11 AM
8	21.62%	14.55%		11AM - 12 PM
9	24.32%	16.36%		12 PM - 1 PM
5	13.51%	9.09%		1 PM - 2 PM
2	5.41%	3.64%		2 PM - 3 PM
1	2.70%	1.82%		3 PM - 4 PM
0	0.00%	0.00%		4 PM - 5 PM
0	0.00%	0.00%		5 PM - 6 PM
0	0.00%	0.00%		6 PM - 7 PM
0	0.00%	0.00%		7 PM - 8 PM
0	0.00%	0.00%		8 PM - 9 PM
0	0.00%	0.00%		After 9 PM
24	64.86%	43.64%		Never
37 Respondents				
55 Responses				

Q18. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 3

Count	Respondent %	Response %		
4	11.43%	6.15%		Before 8 AM
1	2.86%	1.54%		8 AM - 9 AM
1	2.86%	1.54%		9 AM - 10 AM
1	2.86%	1.54%		10 AM - 11 AM
5	14.29%	7.69%		11AM - 12 PM
5	14.29%	7.69%		12 PM - 1 PM
4	11.43%	6.15%		1 PM - 2 PM
2	5.71%	3.08%		2 PM - 3 PM
2	5.71%	3.08%		3 PM - 4 PM
2	5.71%	3.08%		4 PM - 5 PM
5	14.29%	7.69%		5 PM - 6 PM
3	8.57%	4.62%		6 PM - 7 PM
3	8.57%	4.62%		7 PM - 8 PM
2	5.71%	3.08%		8 PM - 9 PM
2	5.71%	3.08%		After 9 PM
23	65.71%	35.38%		Never
35 Respondents				
65 Responses				

Q19. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 4

Count	Respondent %	Response %		
8	18.18%	8.60%		Before 8 AM
4	9.09%	4.30%		8 AM - 9 AM
3	6.82%	3.23%		9 AM - 10 AM
5	11.36%	5.38%		10 AM - 11 AM
12	27.27%	12.90%		11AM - 12 PM
12	27.27%	12.90%		12 PM - 1 PM
6	13.64%	6.45%		1 PM - 2 PM
6	13.64%	6.45%		2 PM - 3 PM
2	4.55%	2.15%		3 PM - 4 PM
2	4.55%	2.15%		4 PM - 5 PM
3	6.82%	3.23%		5 PM - 6 PM
2	4.55%	2.15%		6 PM - 7 PM
2	4.55%	2.15%		7 PM - 8 PM
2	4.55%	2.15%		8 PM - 9 PM
2	4.55%	2.15%		After 9 PM
22	50.00%	23.66%		Never
44	Respondents			
93	Responses			

Q20. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 5

Count	Respondent %	Response %		
11	23.91%	10.19%		Before 8 AM
6	13.04%	5.56%		8 AM - 9 AM
4	8.70%	3.70%		9 AM - 10 AM
5	10.87%	4.63%		10 AM - 11 AM
12	26.09%	11.11%		11AM - 12 PM
15	32.61%	13.89%		12 PM - 1 PM
14	30.43%	12.96%		1 PM - 2 PM
5	10.87%	4.63%		2 PM - 3 PM
2	4.35%	1.85%		3 PM - 4 PM
2	4.35%	1.85%		4 PM - 5 PM
2	4.35%	1.85%		5 PM - 6 PM
2	4.35%	1.85%		6 PM - 7 PM
2	4.35%	1.85%		7 PM - 8 PM
2	4.35%	1.85%		8 PM - 9 PM
2	4.35%	1.85%		After 9 PM
22	47.83%	20.37%		Never
46	Respondents			
108	Responses			

Q21. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 6

Count	Respondent %	Response %		
63	35.20%	8.04%		Before 8 AM
60	33.52%	7.65%		8 AM - 9 AM
43	24.02%	5.48%		9 AM - 10 AM
55	30.73%	7.02%		10 AM - 11 AM
117	65.36%	14.92%		11AM - 12 PM
138	77.09%	17.60%		12 PM - 1 PM
101	56.42%	12.88%		1 PM - 2 PM
54	30.17%	6.89%		2 PM - 3 PM
40	22.35%	5.10%		3 PM - 4 PM
33	18.44%	4.21%		4 PM - 5 PM
22	12.29%	2.81%		5 PM - 6 PM
19	10.61%	2.42%		6 PM - 7 PM
14	7.82%	1.79%		7 PM - 8 PM
12	6.70%	1.53%		8 PM - 9 PM
11	6.15%	1.40%		After 9 PM
2	1.12%	0.26%		Never
179	Respondents			
784	Responses			

Q22. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 7

Count	Respondent %	Response %		
14	20.90%	5.53%		Before 8 AM
15	22.39%	5.93%		8 AM - 9 AM
13	19.40%	5.14%		9 AM - 10 AM
18	26.87%	7.11%		10 AM - 11 AM
37	55.22%	14.62%		11AM - 12 PM
37	55.22%	14.62%		12 PM - 1 PM
31	46.27%	12.25%		1 PM - 2 PM
23	34.33%	9.09%		2 PM - 3 PM
12	17.91%	4.74%		3 PM - 4 PM
11	16.42%	4.35%		4 PM - 5 PM
11	16.42%	4.35%		5 PM - 6 PM
7	10.45%	2.77%		6 PM - 7 PM
4	5.97%	1.58%		7 PM - 8 PM
3	4.48%	1.19%		8 PM - 9 PM
2	2.99%	0.79%		After 9 PM
15	22.39%	5.93%		Never
67	Respondents			
253	Responses			

Q23. To help Austin Peay implement new dining improvements, such as additional venues, concepts, hours of operations, etc., complete the following matrix to show when you would eat at each location. SELECT ALL THAT APPLY. - Zone 8

Count	Respondent %	Response %	
7	15.91%	6.42%	Before 8 AM
8	18.18%	7.34%	8 AM - 9 AM
3	6.82%	2.75%	9 AM - 10 AM
2	4.55%	1.83%	10 AM - 11 AM
10	22.73%	9.17%	11AM - 12 PM
18	40.91%	16.51%	12 PM - 1 PM
12	27.27%	11.01%	1 PM - 2 PM
7	15.91%	6.42%	2 PM - 3 PM
3	6.82%	2.75%	3 PM - 4 PM
2	4.55%	1.83%	4 PM - 5 PM
4	9.09%	3.67%	5 PM - 6 PM
3	6.82%	2.75%	6 PM - 7 PM
3	6.82%	2.75%	7 PM - 8 PM
3	6.82%	2.75%	8 PM - 9 PM
3	6.82%	2.75%	After 9 PM
21	47.73%	19.27%	Never
44 Respondents			
109 Responses			

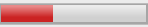

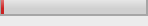
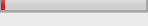
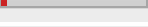
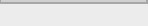
Q24. What is your desired breakfast cuisine if dining on campus?

Count	Percent	
85	38.99%	Self-served hot breakfast (e.g., eggs, waffles, bacon, etc.)
40	18.35%	Customized hot breakfast (e.g., made-to-order omelets)
54	24.77%	Continental breakfast (e.g., bagels, muffins, fruit)
35	16.06%	Coffee only (At least 1 meal per work / academic week)
4	1.83%	Pre-packaged convenience store items (e.g. granola bar, chips, crackers, etc.)
218 Respondents		

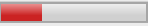
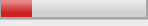
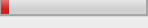
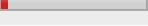
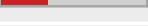
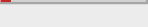
Q25. What is your desired lunch cuisine if dining on campus?

Count	Percent	
77	33.92%	Self-served hot lunch
77	33.92%	Customized hot lunch
24	10.57%	Customized cold lunch (e.g., deli, salad, etc.)
35	15.42%	Self-serve cold lunch (e.g., salad bar, make your own sandwich)
14	6.17%	Pre-made grab-and-go option
0	0.00%	Pre-packaged convenience store items (e.g. granola bar, chips, lunchables, crackers, etc.)
227 Respondents		


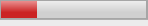
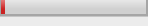
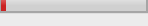
Q26. What is your desired dinner cuisine if dining on campus?

Count	Percent		
69	36.32%		Self-served hot dinner (e.g., pizza slices, grilled chicken, ravioli, etc.)
104	54.74%		Customized hot dinner (e.g., made-to-order burger, pasta, stir-fry, pizza)
4	2.11%		Customized cold option (e.g., deli, salad, etc.)
5	2.63%		Self-serve cold option (e.g., salad bar, make your own sandwich)
8	4.21%		Pre-made grab-and-go option
0	0.00%		Pre-packaged convenience store items (e.g. granola bar, chips, lunchables, crackers, etc.)
190	Respondents		


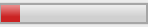
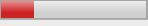

Q27. What is your desired late-night cuisine if dining on campus?

Count	Percent		
50	28.25%		Self-served hot option (e.g., pizza slices, grilled chicken, ravioli, etc.)
38	21.47%		Customized hot option (e.g., made-to-order burger, pasta, stir-fry, pizza)
10	5.65%		Customized cold option (e.g., deli, salad, etc.)
9	5.08%		Self-serve cold option (e.g., salad bar, make your own sandwich)
58	32.77%		Pre-made grab-and-go option
12	6.78%		Pre-packaged convenience store items (e.g. granola bar, chips, lunchables, crackers, etc.)
177	Respondents		



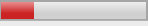
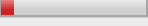
Q28. How important is each of the following factors when selecting a place to eat on campus? - Weekday hours of operation

Count	Percent		
148	69.48%		Very important
53	24.88%		Important
5	2.35%		Unimportant
7	3.29%		Very unimportant
213	Respondents		

Q29. How important is each of the following factors when selecting a place to eat on campus? - Weekend hours of operation

Count	Percent		
22	10.95%		Very important
26	12.94%		Important
46	22.89%		Unimportant
107	53.23%		Very unimportant
201	Respondents		

Q30. How important is each of the following factors when selecting a place to eat on campus? - Atmosphere (overall ambiance, decor, seating, lighting)

Count	Percent		
25	11.96%		Very important
117	55.98%		Important
48	22.97%		Unimportant
19	9.09%		Very unimportant
209	Respondents		

Q31. How important is each of the following factors when selecting a place to eat on campus? - Facility design amenities (wifi, electrical outlets, etc.)

Count	Percent		
28	13.66%		Very important
89	43.41%		Important
58	28.29%		Unimportant
30	14.63%		Very unimportant
205	Respondents		

Q32. How important is each of the following factors when selecting a place to eat on campus? - Space supporting socializing (wall divides, designated spaces for small groups, hang-out seating, etc.)

Count	Percent		
29	14.15%		Very important
83	40.49%		Important
59	28.78%		Unimportant
34	16.59%		Very unimportant
205	Respondents		

Q33. How important is each of the following factors when selecting a place to eat on campus? - Location convenience

Count	Percent		
160	75.47%		Very important
46	21.70%		Important
4	1.89%		Unimportant
2	0.94%		Very unimportant
212	Respondents		

Q34. How important is each of the following factors when selecting a place to eat on campus? - Speed of service

Count	Percent		
160	75.47%		Very important
50	23.58%		Important
0	0.00%		Unimportant
2	0.94%		Very unimportant
212	Respondents		

Q35. How important is each of the following factors when selecting a place to eat on campus? - Sufficient seating/activity space

Count	Percent		
88	42.72%		Very important
85	41.26%		Important
20	9.71%		Unimportant
13	6.31%		Very unimportant
206	Respondents		

Q36. How satisfied are you with University Dining Services with respect to the following factors? - Weekday hours of operation

Count	Percent		
55	25.94%		Very satisfied
144	67.92%		Satisfied
12	5.66%		Dissatisfied
1	0.47%		Very dissatisfied
212	Respondents		

Q37. How satisfied are you with University Dining Services with respect to the following factors? - Weekend hours of operation

Count	Percent		
21	12.43%		Very satisfied
115	68.05%		Satisfied
26	15.38%		Dissatisfied
7	4.14%		Very dissatisfied
169	Respondents		

Q38. How satisfied are you with University Dining Services with respect to the following factors? - Atmosphere (overall ambiance, decor, seating, lighting)

Count	Percent		
31	15.05%		Very satisfied
163	79.13%		Satisfied
11	5.34%		Dissatisfied
1	0.49%		Very dissatisfied
206	Respondents		

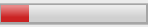

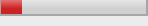
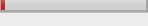
Q39. How satisfied are you with University Dining Services with respect to the following factors? - Facility design amenities (wifi, electrical outlets, etc.)

Count	Percent		
34	16.59%		Very satisfied
162	79.02%		Satisfied
8	3.90%		Dissatisfied
1	0.49%		Very dissatisfied
205	Respondents		

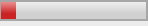

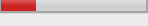
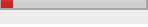
Q40. How satisfied are you with University Dining Services with respect to the following factors? - Space supporting socializing (wall divides, designated spaces for small groups, hang-out seating, etc.)

Count	Percent		
30	14.78%		Very satisfied
144	70.94%		Satisfied
28	13.79%		Dissatisfied
1	0.49%		Very dissatisfied
203	Respondents		

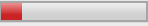

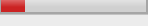
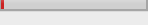
Q41. How satisfied are you with University Dining Services with respect to the following factors? - Location convenience

Count	Percent		
41	19.34%		Very satisfied
136	64.15%		Satisfied
30	14.15%		Dissatisfied
5	2.36%		Very dissatisfied
212	Respondents		

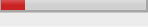
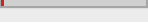
Q42. How satisfied are you with University Dining Services with respect to the following factors? - Speed of service

Count	Percent		
21	10.10%		Very satisfied
120	57.69%		Satisfied
50	24.04%		Dissatisfied
17	8.17%		Very dissatisfied
208	Respondents		

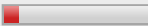

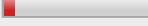
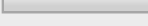
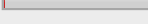
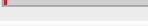

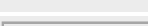
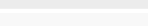
Q43. How satisfied are you with University Dining Services with respect to the following factors? - Sufficient seating/activity space

Count	Percent		
30	14.56%		Very satisfied
138	66.99%		Satisfied
34	16.50%		Dissatisfied
4	1.94%		Very dissatisfied
206	Respondents		

Q44. How many times in a typical week do you have a meal with colleagues?

Count	Percent		
9	4.07%		Never
107	48.42%		Occasionally
63	28.51%		1 - 2 times per week
37	16.74%		3 - 5 times per week
5	2.26%		5 or more times per week
221	Respondents		

Q45. Which meals do you typically have with colleagues? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %	
27	13.24%	10.31%	 Weekday Breakfast
197	96.57%	75.19%	 Weekday Lunch
20	9.80%	7.63%	 Weekday Dinner
1	0.49%	0.38%	 Weekday Late-Night
3	1.47%	1.15%	 Weekend Breakfast
6	2.94%	2.29%	 Weekend Lunch
6	2.94%	2.29%	 Weekend Dinner
1	0.49%	0.38%	 Weekend Late-Night
1	0.49%	0.38%	 All meals are with students
204	Respondents		
262	Responses		

Q46. If dining with colleagues, where do you go for meals? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %		
134	65.69%	24.36%		Off campus
111	54.41%	20.18%		The Caf
18	8.82%	3.27%		Take food from "The Caf" to eat somewhere else
65	31.86%	11.82%		The Food Court
79	38.73%	14.36%		Einstein Bros Bagels
2	0.98%	0.36%		Peay Pod
80	39.22%	14.55%		Subway
34	16.67%	6.18%		Starbucks
0	0.00%	0.00%		The Knight Stand
13	6.37%	2.36%		The Terrace
7	3.43%	1.27%		Elements
7	3.43%	1.27%		Other (please specify)
204	Respondents			
550	Responses			

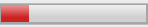

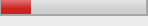
Q47. Please choose the top priorities that Austin Peay should consider when making improvements to on-campus dining: SELECT THREE

Count	Respondent %	Response %		
23	10.90%	4.06%		Extend hours of operation to include more dining options after 10:00 p.m.
46	21.80%	8.11%		Provide more "grab-and-go" options
84	39.81%	14.81%		Provide healthier options
47	22.27%	8.29%		Provide more custom, made-to-order options
38	18.01%	6.70%		Provide more dining venues close to classes
81	38.39%	14.29%		Improve speed of service
37	17.54%	6.53%		Provide more options to accommodate dietary needs such as vegetarian, gluten free, dairy free, halal, kosher, etc.)
16	7.58%	2.82%		Improve cleanliness
21	9.95%	3.70%		Include additional social spaces in dining venues (e.g. couches, movable seating, meeting areas, performance stage, etc.)
97	45.97%	17.11%		Provide more variety of food options and venues across campus
77	36.49%	13.58%		Provide more menu variety
211	Respondents			
567	Responses			

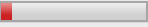
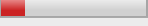
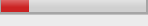
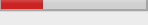
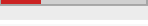
Q48. Do you have responsibility for ordering catered food or beverages for meeting or events at Austin Peay?

Count	Percent		
133	61.57%		No
5	2.31%		Yes, at least once per week
12	5.56%		Yes, at least once per month
47	21.76%		Yes, a few times per year
19	8.80%		Yes, less than once per year
216	Respondents		


Q49. In general, to what extent does the current dining operator's catering meet your expectations for the event?

Count	Percent		
16	19.51%		Exceeds my expectations
49	59.76%		Meets my expectations
17	20.73%		Does not meet my expectations
82	Respondents		

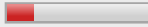
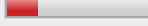
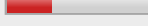
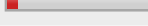
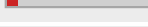

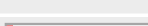


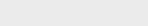
Q50. How often do you use an off-campus caterer for a college meeting or event?

Count	Percent		
6	7.23%		Always
14	16.87%		75% of the time
16	19.28%		50% of the time
24	28.92%		25% of the time
23	27.71%		Never, I always use the on-campus caterer
83	Respondents		

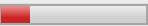

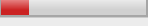
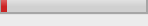
Q51. If you used an off-campus caterer for a college-related meeting or event, which one did you use?

Count	Percent	
47	100.00%	
47	Respondents	

Q52. Please select the most important factors in your decision to select a caterer for a college-related meeting or event: SELECT THREE

Count	Respondent %	Response %	
42	51.22%	18.75%	 Food variety
49	59.76%	21.88%	 Food quality
71	86.59%	31.70%	 Menu pricing
18	21.95%	8.04%	 Service quality
17	20.73%	7.59%	 Service reliability
6	7.32%	2.68%	 Event management
6	7.32%	2.68%	 Payment options
9	10.98%	4.02%	 Event location
0	0.00%	0.00%	 Alcohol availability
6	7.32%	2.68%	 Convenience (please elaborate on your definition of convenience)
82	Respondents		
224	Responses		

Q53. How satisfied are you with Austin Peay's on-campus caterer?

Count	Percent	
16	20.25%	 Very satisfied
45	56.96%	 Satisfied
15	18.99%	 Dissatisfied
3	3.80%	 Very dissatisfied
79	Respondents	

Q54. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Communicating with the catering staff before the event

Count	Percent		
29	37.66%		Very easy
42	54.55%		Easy
5	6.49%		Difficult
1	1.30%		Very difficult
77 Respondents			

Q55. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Negotiating and establishing a final price for the event

Count	Percent		
17	23.29%		Very easy
45	61.64%		Easy
9	12.33%		Difficult
2	2.74%		Very difficult
73 Respondents			

Q56. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Finalizing and confirming essential details

Count	Percent		
25	32.89%		Very easy
45	59.21%		Easy
6	7.89%		Difficult
0	0.00%		Very difficult
76 Respondents			

Q57. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the event's pre-service preparation

Count	Percent		
19	26.39%		Very easy
42	58.33%		Easy
10	13.89%		Difficult
1	1.39%		Very difficult
72 Respondents			

Q58. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Making sure the event starts on time

Count	Percent		
27	36.49%		Very easy
44	59.46%		Easy
3	4.05%		Difficult
0	0.00%		Very difficult
74 Respondents			

Q59. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the service during the event

Count	Percent		
26	35.62%		Very easy
43	58.90%		Easy
3	4.11%		Difficult
1	1.37%		Very difficult
73	Respondents		

Q60. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the post-event clean-up

Count	Percent		
25	34.72%		Very easy
44	61.11%		Easy
2	2.78%		Difficult
1	1.39%		Very difficult
72	Respondents		

Q61. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Receiving and settling the final invoice(s)

Count	Percent		
21	29.17%		Very easy
43	59.72%		Easy
8	11.11%		Difficult
0	0.00%		Very difficult
72	Respondents		

Q62. Compared to your experiences with external caterers, how do you rate the current on-campus caterer?

Count	Percent		
11	13.92%		Superior
16	20.25%		Somewhat better
25	31.65%		About the same
14	17.72%		Somewhat inferior
3	3.80%		Very inferior
10	12.66%		Not applicable; I have not worked with caterers outside of Chartwells
79	Respondents		

Q63. What is your position at Austin Peay?

Count	Percent		
2	0.93%		Part time
212	99.07%		Full time
214	Respondents		

Q64. Please feel free to provide any additional comments related to the content of this survey. No comment will be personally attributable to any individual who completed this survey.

Count	Percent		
87	100.00%		
87	Respondents		


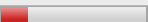



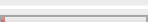
Austin Peay State University - Fall 2018 - Housing & Dining Campus Survey - STUDENTS



Description:

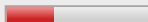



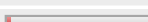
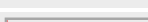
Date Created: 8/17/2018 11:23:55 AM



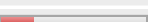
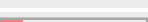
Date Range: 9/26/2018 12:00:00 AM - 10/14/2018 11:59:00 PM

Total Respondents: 1148

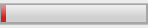
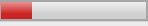
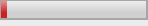
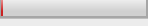
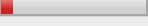
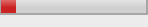
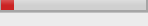
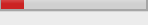
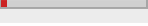
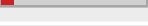
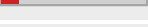
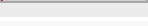
Q1. What is your current position on campus?			
Count	Percent		
453	39.46%		Student, First year
215	18.73%		Student, Sophomore
213	18.55%		Student, Junior
179	15.59%		Student, Senior
60	5.23%		Student, Graduate/Professional
28	2.44%		Other (please specify)
1148	Respondents		

Q2. Where are you currently living while attending Austin Peay?			
Count	Percent		
506	45.14%		On campus
615	54.86%		Off campus
1121	Respondents		


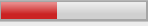
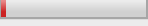
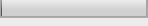
Q3. Which years have you lived in Austin Peay's student housing? SELECT ALL THAT APPLY, INCLUDING PARTIAL YEARS.					
Count	Respondent %	Response %			
480	42.40%	32.88%		None	
594	52.47%	40.68%		Freshman year	
232	20.49%	15.89%		Sophomore year	
103	9.10%	7.05%		Junior year	
43	3.80%	2.95%		Senior year (including fifth year and beyond)	
8	0.71%	0.55%		Graduate/professional year(s)	
1132	Respondents				
1460	Responses				

Q4. How important was the availability of on-campus housing in your decision to attend Austin Peay?			
Count	Percent		
456	40.25%		Very important
248	21.89%		Important
259	22.86%		Unimportant
170	15.00%		Very unimportant
1133	Respondents		


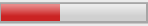
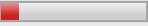
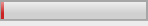
Q5. If currently living on campus in Austin Peay's student housing, in which building do you reside?

Count	Percent		
18	3.56%		Blount Hall
108	21.39%		Castle Heights
19	3.76%		Emerald Hill Apartments
7	1.39%		Emerald Hill Apartments- Families
41	8.12%		Eriksson Hall
51	10.10%		Governors Terrace North
46	9.11%		Governors Terrace South
80	15.84%		Hand Village
20	3.96%		Harvill Hall
46	9.11%		Meacham Apartments
61	12.08%		Sevier Hall
8	1.58%		Two Rivers Apartments
505	Respondents		



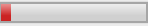
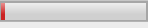
Q6. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus helped acclimate me to life at Austin Peay.

Count	Percent		
355	57.63%		Strongly agree
238	38.64%		Agree
21	3.41%		Disagree
2	0.32%		Strongly disagree
616	Respondents		

Q7. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus provided me with a sense of community.

Count	Percent		
272	44.37%		Strongly agree
252	41.11%		Agree
75	12.23%		Disagree
14	2.28%		Strongly disagree
613	Respondents		

Q8. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus had a positive influence on my academic performance.

Count	Percent		
259	43.17%		Strongly agree
286	47.67%		Agree
40	6.67%		Disagree
15	2.50%		Strongly disagree
600	Respondents		

Q9. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus provided me with a safe, secure environment.

Count	Percent		
238	39.60%		Strongly agree
317	52.75%		Agree
35	5.82%		Disagree
11	1.83%		Strongly disagree
601	Respondents		

Q10. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus provided me with leadership opportunities.

Count	Percent		
191	31.89%		Strongly agree
268	44.74%		Agree
115	19.20%		Disagree
25	4.17%		Strongly disagree
599	Respondents		

Q11. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus introduced me to new friends.

Count	Percent		
338	56.81%		Strongly agree
207	34.79%		Agree
37	6.22%		Disagree
13	2.18%		Strongly disagree
595	Respondents		

Q12. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus provided me with a convenient living option.

Count	Percent		
374	62.75%		Strongly agree
194	32.55%		Agree
19	3.19%		Disagree
9	1.51%		Strongly disagree
596	Respondents		

Q13. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus provided me with a cost effective living option.

Count	Percent		
158	26.20%		Strongly agree
263	43.62%		Agree
109	18.08%		Disagree
73	12.11%		Strongly disagree
603	Respondents		

Q14. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus helped me learn about people different from me.

Count	Percent		
270	44.63%		Strongly agree
245	40.50%		Agree
79	13.06%		Disagree
11	1.82%		Strongly disagree
605	Respondents		

Q15. If you have lived in university student housing at any time, please indicate your level of agreement with each of the following statements: - Living on campus encouraged me to become more involved at Austin Peay.

Count	Percent		
251	41.42%		Strongly agree
250	41.25%		Agree
82	13.53%		Disagree
23	3.80%		Strongly disagree
606	Respondents		

Q16. Compared to other college or university student housing with which you are familiar, how would you rate Austin Peay's student housing?

Count	Percent		
166	26.60%		Very satisfactory
276	44.23%		Satisfactory
34	5.45%		Unsatisfactory
19	3.04%		Very unsatisfactory
129	20.67%		Not familiar with any other college or university student housing
624	Respondents		

Q17. Where do you currently live off campus?

Count	Percent		
204	33.44%		Apartment/condo rented
7	1.15%		Apartment/condo owned by me or my spouse/partner
2	0.33%		Apartment/condo owned by a family member other than a spouse/partner
58	9.51%		House rented
89	14.59%		House owned by me or my spouse/partner
59	9.67%		House owned by a family member other than a spouse/partner
10	1.64%		Individual room rented in a house
175	28.69%		With parents or other family members other than a spouse/partner
6	0.98%		Other (please specify)
610	Respondents		

Q18. Do you rent an apartment in any of the following buildings?

Count	Percent		
10	4.90%		608 Main St.
35	17.16%		University Landing Apartments
20	9.80%		The Verge
139	68.14%		No, I live in a different apartment complex.
204	Respondents		

Q19. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Total cost of rent and utilities

Count	Percent		
650	68.93%		Very important
199	21.10%		Important
52	5.51%		Unimportant
42	4.45%		Very unimportant
943	Respondents		

Q20. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of my preferred housing unit type (double room, private room, apartment, suite, etc.)

Count	Percent		
452	48.60%		Very important
284	30.54%		Important
118	12.69%		Unimportant
76	8.17%		Very unimportant
930	Respondents		

Q21. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Ability to choose my own roommate(s)

Count	Percent		
443	48.26%		Very important
201	21.90%		Important
182	19.83%		Unimportant
92	10.02%		Very unimportant
918	Respondents		

Q22. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Parent's or family's wishes

Count	Percent		
188	20.30%		Very important
302	32.61%		Important
238	25.70%		Unimportant
198	21.38%		Very unimportant
926	Respondents		

Q23. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Proximity to classes

Count	Percent		
414	44.95%		Very important
323	35.07%		Important
123	13.36%		Unimportant
61	6.62%		Very unimportant
921	Respondents		

Q24. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Proximity to other students

Count	Percent		
166	17.70%		Very important
263	28.04%		Important
313	33.37%		Unimportant
196	20.90%		Very unimportant
938	Respondents		

Q25. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Proximity to, or availability of, convenient parking or public transportation

Count	Percent		
356	38.24%		Very important
274	29.43%		Important
194	20.84%		Unimportant
107	11.49%		Very unimportant
931	Respondents		

Q26. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Proximity to my work

Count	Percent		
255	27.54%		Very important
270	29.16%		Important
253	27.32%		Unimportant
148	15.98%		Very unimportant
926	Respondents		

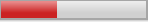
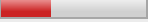
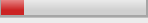
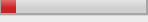
Q27. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Proximity to shopping, entertainment, or restaurants

Count	Percent		
144	15.65%		Very important
353	38.37%		Important
297	32.28%		Unimportant
126	13.70%		Very unimportant
920	Respondents		

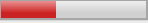
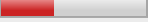
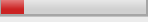
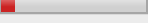
Q28. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Reliability of maintenance and custodial services

Count	Percent		
353	38.79%		Very important
320	35.16%		Important
153	16.81%		Unimportant
84	9.23%		Very unimportant
910	Respondents		

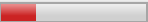
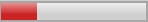

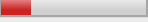
Q29. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Opportunity to live in a building that has the physical features I desire (furnished, modern, well maintained, attractive, etc.)

Count	Percent		
361	38.73%		Very important
322	34.55%		Important
150	16.09%		Unimportant
99	10.62%		Very unimportant
932	Respondents		


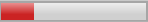

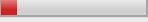
Q30. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Flexible lease/rental terms

Count	Percent		
353	38.08%		Very important
340	36.68%		Important
147	15.86%		Unimportant
87	9.39%		Very unimportant
927	Respondents		


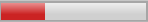
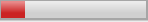
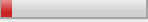
Q31. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Opportunity to be involved in university residential communities (living/learning programs, theme communities, honors college housing etc.)

Count	Percent		
224	24.03%		Very important
235	25.21%		Important
281	30.15%		Unimportant
192	20.60%		Very unimportant
932	Respondents		

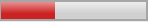
Q32. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of a private (single) bedroom

Count	Percent		
392	42.29%		Very important
214	23.09%		Important
221	23.84%		Unimportant
100	10.79%		Very unimportant
927	Respondents		


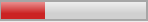
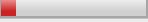
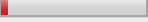
Q33. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of a private bathroom

Count	Percent		
424	45.74%		Very important
281	30.31%		Important
154	16.61%		Unimportant
68	7.34%		Very unimportant
927	Respondents		


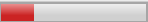
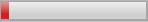
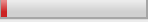
Q34. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of additional living space outside my bedroom but within my unit

Count	Percent		
329	35.57%		Very important
345	37.30%		Important
185	20.00%		Unimportant
66	7.14%		Very unimportant
925	Respondents		


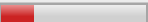
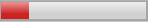
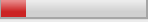
Q35. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of a kitchen

Count	Percent		
500	54.53%		Very important
279	30.43%		Important
96	10.47%		Unimportant
42	4.58%		Very unimportant
917	Respondents		




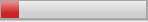
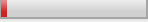
Q36. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Availability of convenient laundry facilities

Count	Percent		
628	67.82%		Very important
213	23.00%		Important
48	5.18%		Unimportant
37	4.00%		Very unimportant
926	Respondents		

Q37. Please rate how important each of the following factors was in your decision on where to live this year: SELECT ONE RESPONSE FOR EACH FACTOR - Access to campus dining

Count	Percent		
379	40.75%		Very important
213	22.90%		Important
177	19.03%		Unimportant
161	17.31%		Very unimportant
930	Respondents		

Q38. Who made the decision regarding where you lived this year?

Count	Percent		
492	51.90%		I did solely
18	1.90%		My parent(s)/guardian(s) solely
281	29.64%		My parent(s)/guardian(s) and I jointly
120	12.66%		My spouse/partner and I jointly
37	3.90%		Other (please specify)
948	Respondents		

Q39. Where do you plan to live next year?

Count	Percent		
236	24.84%		On campus
429	45.16%		Off campus
202	21.26%		Undecided on where to live
83	8.74%		Not applicable; I will not be attending Austin Peay next year.
950	Respondents		

Q40. How would you describe your current living conditions?

Count	Percent		
409	43.23%		Very satisfactory
486	51.37%		Satisfactory
40	4.23%		Unsatisfactory
11	1.16%		Very unsatisfactory
946	Respondents		

Q41. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Total cost of rent and utilities

Count	Percent		
348	37.22%		Very satisfied
453	48.45%		Satisfied
111	11.87%		Dissatisfied
23	2.46%		Very dissatisfied
935	Respondents		

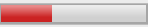

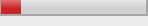
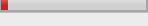
Q42. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Size of your bedroom

Count	Percent		
418	44.80%		Very satisfied
441	47.27%		Satisfied
61	6.54%		Dissatisfied
13	1.39%		Very dissatisfied
933	Respondents		

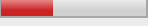

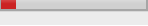

Q43. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Size of your unit

Count	Percent		
429	46.83%		Very satisfied
424	46.29%		Satisfied
52	5.68%		Dissatisfied
11	1.20%		Very dissatisfied
916	Respondents		

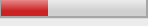

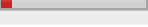
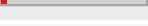
Q44. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Proximity to classes

Count	Percent		
322	34.96%		Very satisfied
430	46.69%		Satisfied
126	13.68%		Dissatisfied
43	4.67%		Very dissatisfied
921	Respondents		


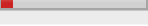
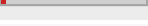
Q45. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Proximity to dining

Count	Percent		
329	36.07%		Very satisfied
454	49.78%		Satisfied
97	10.64%		Dissatisfied
32	3.51%		Very dissatisfied
912	Respondents		



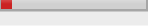
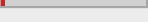
Q46. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Proximity to other students

Count	Percent		
296	32.46%		Very satisfied
509	55.81%		Satisfied
69	7.57%		Dissatisfied
38	4.17%		Very dissatisfied
912	Respondents		

Q47. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Amenities and services offered at your current residence (cable TV, Internet access, mail services, laundry services, vending services, etc.)

Count	Percent		
421	45.22%		Very satisfied
401	43.07%		Satisfied
78	8.38%		Dissatisfied
31	3.33%		Very dissatisfied
931	Respondents		

Q48. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Physical condition of your current residence

Count	Percent		
413	45.09%		Very satisfied
413	45.09%		Satisfied
67	7.31%		Dissatisfied
23	2.51%		Very dissatisfied
916	Respondents		

Q49. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Campus leadership opportunities

Count	Percent		
245	26.60%		Very satisfied
518	56.24%		Satisfied
120	13.03%		Dissatisfied
38	4.13%		Very dissatisfied
921	Respondents		

Q50. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Access to university resources (computer labs, student services, administrative offices, etc.)

Count	Percent		
365	39.85%		Very satisfied
439	47.93%		Satisfied
76	8.30%		Dissatisfied
36	3.93%		Very dissatisfied
916	Respondents		

Q51. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Personal involvement in campus activities

Count	Percent		
270	29.51%		Very satisfied
494	53.99%		Satisfied
113	12.35%		Dissatisfied
38	4.15%		Very dissatisfied
915	Respondents		

Q52. Please indicate your level of satisfaction with the following factors/features in your current living situation: - Housing regulations (e.g., visitation hours)

Count	Percent		
376	40.52%		Very satisfied
446	48.06%		Satisfied
72	7.76%		Dissatisfied
34	3.66%		Very dissatisfied
928	Respondents		

Q53. If considering living OFF CAMPUS next year, why would you prefer to do so? SELECT ALL THAT APPLY

Count	Respondent %	Response %		
35	6.22%	0.74%		I may not be attending Austin Peay next year
34	6.04%	0.72%		I am ineligible to live in Austin Peay's student housing
216	38.37%	4.57%		To live in a quieter environment
66	11.72%	1.40%		To satisfy my parent's/family's wishes
308	54.71%	6.52%		Fewer rules and regulations
166	29.48%	3.51%		Proximity to amenities and services (e.g. restaurants, grocery stores, etc.)
153	27.18%	3.24%		Proximity to non-academic interests (e.g. job, church, activities, etc.)
163	28.95%	3.45%		More convenient parking or public transportation
382	67.85%	8.08%		More cost effective
49	8.70%	1.04%		My preferred on-campus living accommodation may not be available
209	37.12%	4.42%		Better living unit amenities
190	33.75%	4.02%		Ability to live with or near friends
202	35.88%	4.28%		Ability to live with or near family or partner
399	70.87%	8.44%		More privacy
378	67.14%	8.00%		More living space
271	48.13%	5.74%		No meal plan requirement
369	65.54%	7.81%		Access to my own kitchen
284	50.44%	6.01%		More convenient laundry facilities
160	28.42%	3.39%		Better physical condition of the building
87	15.45%	1.84%		Better building management and staffing
100	17.76%	2.12%		Better maintenance and housekeeping services
21	3.73%	0.44%		Better accessibility for persons with disabilities
167	29.66%	3.53%		To live away from other students
269	47.78%	5.69%		To have a pet
47	8.35%	0.99%		Other (please specify)
563	Respondents			
4725	Responses			

Q54. How many academic years have you lived in off-campus housing while attending Austin Peay?

Count	Percent		
215	41.91%		Less than 1 year
66	12.87%		1 year
109	21.25%		2 years
57	11.11%		3 years
66	12.87%		4 or more years
513	Respondents		

Q55. How do you think your current off-campus living experience compares to living in Austin Peay's student housing?

Count	Percent		
79	57.25%		My off-campus experience is much better.
37	26.81%		My off-campus experience is somewhat better.
18	13.04%		The on- and off-campus experiences are about the same.
4	2.90%		My off-campus experience is somewhat worse.
0	0.00%		My off-campus experience is much worse.
138	Respondents		

Q56. With whom do you currently live?

Count	Percent		
35	6.81%		I live alone
93	18.09%		With other Austin Peay roommate(s)
14	2.72%		With other non-Austin Peay roommate(s)
12	2.33%		With both Austin Peay and non-Austin Peay roommate(s)
14	2.72%		With members of my APSU Greek community.
184	35.80%		With my parent(s) or other relative(s)
147	28.60%		With my spouse/partner and/or children
15	2.92%		Other (please specify)
514	Respondents		

Q57. With how many other people do you share your cost of rent?

Count	Percent		
191	37.23%		I do not pay rent
95	18.52%		No other people; I pay the rent myself
160	31.19%		1 other person
39	7.60%		2 other people
19	3.70%		3 other people
8	1.56%		4 other people
1	0.19%		5 or more other people
513	Respondents		

Q58. How do you typically get to and from campus?

Count	Percent		
52	10.22%		Walk
358	70.33%		Drive alone
74	14.54%		Drive/ride with others
1	0.20%		Ride a bicycle/motorcycle
4	0.79%		Ride the Austin Peay shuttle bus
11	2.16%		Ride public transportation
9	1.77%		Other (please specify)
509	Respondents		

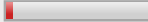
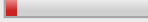
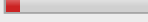
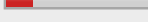
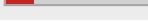
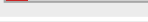
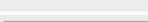
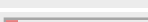
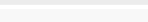
Q59. How long is your typical one-way commute to campus?

Count	Percent		
52	10.24%		Less than 5 minutes
106	20.87%		5 - 10 minutes
171	33.66%		11 - 20 minutes
83	16.34%		21 - 30 minutes
31	6.10%		31 - 40 minutes
32	6.30%		41 - 50 minutes
33	6.50%		More than 50 minutes
508 Respondents			

Q60. What is your personal share of monthly rent/housing costs excluding utilities?

Count	Percent		
4	1.76%		Less than \$100
14	6.17%		\$100 - \$199
27	11.89%		\$200 - \$299
39	17.18%		\$300 - \$399
23	10.13%		\$400 - \$499
58	25.55%		\$500 - \$599
17	7.49%		\$600 - \$699
14	6.17%		\$700 - \$799
4	1.76%		\$800 - \$899
3	1.32%		\$900 - \$999
16	7.05%		\$1,000 or more
8	3.52%		I don't know
227 Respondents			

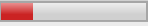
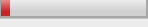
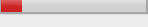
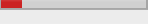
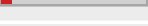

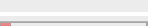
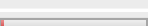
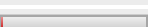

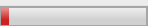
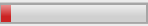
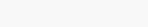
Q61. In addition to your rent, for which of the following utilities do you currently pay? SELECT ALL THAT APPLY

Count	Respondent %	Response %		
46	19.83%	5.13%		Not applicable; I do not pay for any utilities
69	29.74%	7.69%		Cable/satellite television
87	37.50%	9.70%		Heat
169	72.84%	18.84%		Internet
174	75.00%	19.40%		Electric
140	60.34%	15.61%		Water
70	30.17%	7.80%		Sewer
69	29.74%	7.69%		Telephone
73	31.47%	8.14%		Trash
232 Respondents				
897 Responses				

Q62. How much is your individual monthly cost for all the utilities selected in the previous question?

Count	Percent		
9	4.92%		Less than \$25
14	7.65%		\$25 - \$49
45	24.59%		\$50 - \$99
30	16.39%		\$100 - \$149
28	15.30%		\$150 - \$199
46	25.14%		\$200 or more
11	6.01%		Don't know
183	Respondents		

Q63. What was your personal share of the security deposit required for your current lease?

Count	Percent		
51	22.08%		No deposit required
14	6.06%		Less than \$100
34	14.72%		\$100 - \$199
33	14.29%		\$200 - \$299
17	7.36%		\$300 - \$399
12	5.19%		\$400 - \$499
17	7.36%		\$500 - \$599
15	6.49%		\$600 - \$699
4	1.73%		\$700 - \$799
3	1.30%		\$800 - \$899
2	0.87%		\$900 - \$999
13	5.63%		\$1,000 or more
16	6.93%		Don't know
231	Respondents		

Q64. How long is your current lease?

Count	Percent		
26	11.26%		Not applicable; I have no lease
18	7.79%		More than 12 months
167	72.29%		12 months
5	2.16%		Academic year (approximately 9 months)
0	0.00%		Academic term (e.g., semester)
12	5.19%		Monthly
3	1.30%		Other (please specify)
231	Respondents		

Q65. Please choose the top priorities that Austin Peay should consider when making improvements to on-campus housing: (SELECT UP TO THREE)

Count	Respondent %	Response %		
129	24.48%	8.81%		Provide modern and attractive living environments to students
48	9.11%	3.28%		Create more academically-focused residential communities
55	10.44%	3.76%		Help retain students at Austin Peay
41	7.78%	2.80%		Increase the student residential population on campus
30	5.69%	2.05%		Make Austin Peay more attractive to prospective students
413	78.37%	28.21%		Keep housing costs affordable
234	44.40%	15.98%		Improve the physical condition of existing campus housing, such as bathroom modernization, new carpeting, new lighting, and painting
139	26.38%	9.49%		Improve amenities in existing campus housing, such as room furnishings, lounges, recreation areas, and computing resources
87	16.51%	5.94%		Improve maintenance services
37	7.02%	2.53%		Improve housekeeping services
136	25.81%	9.29%		Improve existing residential dining programs
115	21.82%	7.86%		Change existing housing policies and procedures so they are more student friendly
527	Respondents			
1464	Responses			

Q66. If all of the unit types described above were available on Austin Peay's campus at the rents outlined, what would have been your living preference for this academic year (2018-2019)?

Count	Percent		
27	6.11%		Private bedroom in a semisuite like Unit A in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$5,900 per person per semester
15	3.39%		Private bedroom in a semisuite like Unit A in Sevier, Harvill, or Blount Hall for approximately \$4,140 per person per semester
14	3.17%		Shared bedroom in a semisuite like Unit B in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$4,100 per person per semester
17	3.85%		Shared bedroom in a semisuite like Unit B in Sevier, Harvill, or Blount Hall for approximately \$2,900 per person per semester
76	17.19%		Private bedroom in a full suite like Unit C in Hand for approximately \$3,550 per person per semester
17	3.85%		Private bedroom in a full suite like Unit C in a new building for approximately \$5,800 per person per semester
8	1.81%		Shared bedroom in a full suite like Unit D in a new building for approximately \$4,700 per person per semester
80	18.10%		Private bedroom in a one-bedroom, one-bathroom apartment like Unit E in Emerald Hill Apartments for approximately \$3,750 per person per semester
23	5.20%		Private bedroom in a two-bedroom, one-bathroom apartment like Unit F in new building for approximately \$6,700 per person per semester
26	5.88%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in Two Rivers, Meacham, or Emerald Hill for approximately \$2,900 per semester
0	0.00%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in a new building for approximately \$5,500 per person per semester
16	3.62%		Private bedroom in a four-bedroom, two-bathroom apartment like Unit H in a new building for approximately \$6,100 per person per semester
123	27.83%		I would have preferred not to live on campus
442	Respondents		

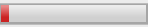
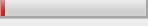
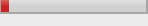
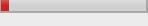
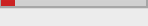
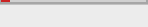
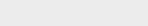
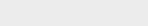
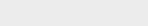
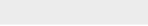
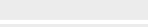
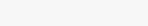
Q67. If your preferred unit type were unavailable, what would your second choice have been for this academic year?

Count	Percent		
34	7.71%		Private bedroom in a semisuite like Unit A in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$5,900 per person per semester
28	6.35%		Private bedroom in a semisuite like Unit A in Sevier, Harvill, or Blount Hall for approximately \$4,140 per person per semester
15	3.40%		Shared bedroom in a semisuite like Unit B in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$4,100 per person per semester
21	4.76%		Shared bedroom in a semisuite like Unit B in Sevier, Harvill, or Blount Hall for approximately \$2,900 per person per semester
50	11.34%		Private bedroom in a full suite like Unit C in Hand for approximately \$3,550 per person per semester
13	2.95%		Private bedroom in a full suite like Unit C in a new building for approximately \$5,800 per person per semester
11	2.49%		Shared bedroom in a full suite like Unit D in a new building for approximately \$4,700 per person per semester
59	13.38%		Private bedroom in a one-bedroom, one-bathroom apartment like Unit E in Emerald Hill Apartments for approximately \$3,750 per person per semester
18	4.08%		Private bedroom in a two-bedroom, one-bathroom apartment like Unit F in new building for approximately \$6,700 per person per semester
19	4.31%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in Two Rivers, Meacham, or Emerald Hill for approximately \$2,900 per semester
11	2.49%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in a new building for approximately \$5,500 per person per semester
24	5.44%		Private bedroom in a four-bedroom, two-bathroom apartment like Unit H in a new building for approximately \$6,100 per person per semester
138	31.29%		I would have preferred not to live on campus
441	Respondents		

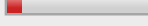
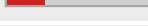
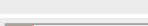


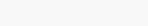
Q68. If all of the unit types described above were available on Austin Peay's campus at the rents outlined, what would have been your living preference for this academic year (2018-2019)?

Count	Percent		
20	4.42%		Private bedroom in a semisuite like Unit A in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$5,100 per person per semester
7	1.55%		Private bedroom in a semisuite like Unit A in Sevier, Harvill, or Blount Hall for approximately \$4,140 per person per semester
20	4.42%		Shared bedroom in a semisuite like Unit B in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$3,450 per person per semester
18	3.97%		Shared bedroom in a semisuite like Unit B in Sevier, Harvill, or Blount Hall for approximately \$2,900 per person per semester
44	9.71%		Private bedroom in a full suite like Unit C in Hand for approximately \$3,550 per person per semester
15	3.31%		Private bedroom in a full suite like Unit C in a new building for approximately \$4,900 per person per semester
11	2.43%		Shared bedroom in a full suite like Unit D in a new building for approximately \$3,800 per person per semester
74	16.34%		Private bedroom in a one-bedroom, one-bathroom apartment like Unit E in Emerald Hill Apartments for approximately \$3,750 per person per semester
40	8.83%		Private bedroom in a two-bedroom, one-bathroom apartment like Unit F in new building for approximately \$5,600 per person per semester
32	7.06%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in Two Rivers, Meacham, or Emerald Hill for approximately \$2,900 per semester
32	7.06%		Private bedroom in a four-bedroom, two-bathroom apartment like Unit H in a new building for approximately \$5,100 per person per semester
140	30.91%		I would have preferred not to live on campus
453	Respondents		


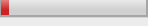
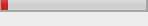
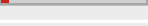
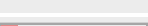



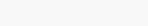
Q69. If your preferred unit type described above were unavailable, what would your second choice have been for this academic year?

Count	Percent		
23	5.13%		Private bedroom in a semisuite like Unit A in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$5,100 per person per semester
13	2.90%		Private bedroom in a semisuite like Unit A in Sevier, Harvill, or Blount Hall for approximately \$4,140 per person per semester
23	5.13%		Shared bedroom in a semisuite like Unit B in Eriksson, Governor's Terrace North, Governor's Terrace South, or Castle Heights for approximately \$3,450 per person per semester
24	5.36%		Shared bedroom in a semisuite like Unit B in Sevier, Harvill, or Blount Hall for approximately \$2,900 per person per semester
44	9.82%		Private bedroom in a full suite like Unit C in Hand for approximately \$3,550 per person per semester
29	6.47%		Private bedroom in a full suite like Unit C in a new building for approximately \$4,900 per person per semester
15	3.35%		Shared bedroom in a full suite like Unit D in a new building for approximately \$3,800 per person per semester
34	7.59%		Private bedroom in a one-bedroom, one-bathroom apartment like Unit E in Emerald Hill Apartments for approximately \$3,750 per person per semester
42	9.38%		Private bedroom in a two-bedroom, one-bathroom apartment like Unit F in new building for approximately \$5,600 per person per semester
26	5.80%		Shared bedroom in a two-bedroom, one-bathroom apartment like Unit G in Two Rivers, Meacham, or Emerald Hill for approximately \$2,900 per semester
25	5.58%		Private bedroom in a four-bedroom, two-bathroom apartment like Unit H in a new building for approximately \$5,100 per person per semester
150	33.48%		I would have preferred not to live on campus
448	Respondents		


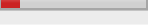
Q70. If your housing preferences were met each year, when would you live/have lived in Austin Peay's on-campus student housing? SELECT ALL THAT APPLY

Count	Respondent %	Response %	
207	23.15%	10.25%	 Never
537	60.07%	26.58%	 Freshman year
470	52.57%	23.27%	 Sophomore year
377	42.17%	18.66%	 Junior year
315	35.23%	15.59%	 Senior year(s)
114	12.75%	5.64%	 Graduate/professional year(s)
894	Respondents		
2020	Responses		


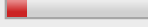
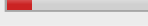
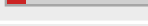
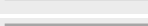
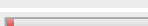
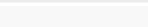
Q71. Did you have a meal plan this semester?

Count	Percent		
461	52.69%		No
45	5.14%		Yes, U Platinum; Unlimited cafeteria access and \$350 PLUS dollars
42	4.80%		Yes, U Gold; Unlimited cafeteria access and \$200 PLUS dollars
47	5.37%		Yes, U Basic; Unlimited cafeteria access and \$50 PLUS dollars
129	14.74%		Yes, W 14; 14 Meals per week and \$350 PLUS dollars
103	11.77%		Yes, W 10; 10 Meals per week and \$400 PLUS dollars
13	1.49%		Yes, Block 50; 60 Meals per semester and \$200 PLUS dollars
16	1.83%		Yes, Block 90; 90 Meals per semester and \$350 PLUS dollars
19	2.17%		Yes, 1035 PLUS; \$1,035 PLUS dollars
875	Respondents		

Q72. How satisfied are you with your current meal plan?

Count	Percent		
148	35.84%		Very satisfied
204	49.39%		Satisfied
54	13.08%		Dissatisfied
7	1.69%		Very dissatisfied
413	Respondents		

Q73. Which characteristics below reflect your satisfaction with your meal plan? (SELECT UP TO THREE)

Count	Respondent %	Response %		
218	62.46%	25.71%		Flexibility in dining locations
121	34.67%	14.27%		Flexibility/convenience in dining hours
148	42.41%	17.45%		Convenience in dining experience
115	32.95%	13.56%		Food quality for price
84	24.07%	9.91%		Food quantity for price
121	34.67%	14.27%		Food and menu variety
41	11.75%	4.83%		Food options satisfy dietary preferences/needs
349	Respondents			
848	Responses			

Q74. Which characteristics below reflect your dissatisfaction with your meal plan? (SELECT UP TO THREE)

Count	Respondent %	Response %		
13	21.31%	8.44%		The food offered does not meet my dietary needs
8	13.11%	5.19%		I don't eat on campus enough to fully use my meal plan
13	21.31%	8.44%		I dislike the food quality on campus
28	45.90%	18.18%		I dislike the food variety on campus
22	36.07%	14.29%		The amount of meals on my plan do not align with the amount of times I want to eat on campus
22	36.07%	14.29%		The hours of operation do not accommodate my schedule
3	4.92%	1.95%		The location of dining venues do not accommodate my schedule
5	8.20%	3.25%		The speed of service does not accommodate my schedule
0	0.00%	0.00%		On-campus dining atmosphere is not appealing
29	47.54%	18.83%		The value of the meal plan does not align with the cost of the meal plan
11	18.03%	7.14%		Other (please specify)
61 Respondents				
154 Responses				

Q75. In general, my preferred dietary pattern is:

Count	Percent		
571	64.30%		Mainstream, eat most everything
243	27.36%		Mainstream, prefer mostly healthy options
30	3.38%		Vegetarian
6	0.68%		Vegan
5	0.56%		Kosher
3	0.34%		Halal
10	1.13%		Gluten-free / Intolerance
20	2.25%		Other (please specify)
888 Respondents			

Q76. Do you have any medical dietary restrictions (e.g. food allergies, lactose-intolerant, gluten-free, etc.)?

Count	Percent		
745	84.28%		No
14	1.58%		Yes, gluten-free
57	6.45%		Yes, lactose-intolerant
23	2.60%		Yes, milk, eggs, fish, shellfish, tree nuts, peanuts, wheat, soy, and/or sesame
45	5.09%		Yes (please specify)
884 Respondents			

Q77. Are you a varsity student athlete?

Count	Percent		
37	4.17%		Yes
851	95.83%		No
888 Respondents			

Q78. What does convenient dining mean to you? (SELECT UP TO THREE)

Count	Respondent %	Response %		
444	50.17%	19.11%		Dining options close to housing
415	46.89%	17.86%		Dining options close to classes
26	2.94%	1.12%		Dining options close to athletic facilities
82	9.27%	3.53%		Dining options close to parking
71	8.02%	3.06%		Dining options close to academic resources
546	61.69%	23.50%		Dining options with flexible or extended hours of operation
380	42.94%	16.36%		Dining options with short lines and minimal wait-to-order times
333	37.63%	14.33%		Dining options with "to go" capability
26	2.94%	1.12%		Other (please specify)
885	Respondents			
2323	Responses			

Q79. How much time do you typically have for breakfast?

Count	Percent		
430	48.64%		Less than 15 minutes
237	26.81%		15 - 20 minutes
108	12.22%		21 - 30 minutes
45	5.09%		31 - 40 minutes
15	1.70%		41 - 50 minutes
14	1.58%		51 - 60 minutes
35	3.96%		More than 1 hour
884	Respondents		


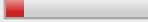
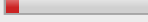
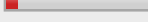
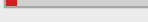
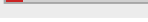
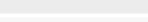
Q80. How much time do you typically have for lunch?

Count	Percent		
80	9.05%		Less than 15 minutes
104	11.76%		15 - 20 minutes
186	21.04%		21 - 30 minutes
144	16.29%		31 - 40 minutes
78	8.82%		41 - 50 minutes
122	13.80%		51 - 60 minutes
170	19.23%		More than 1 hour
884	Respondents		

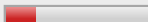
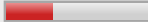
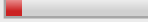
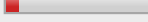
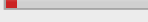
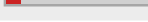
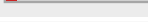
Q81. How much time do you typically have for dinner?

Count	Percent		
33	3.73%		Less than 15 minutes
37	4.19%		15 - 20 minutes
85	9.62%		21 - 30 minutes
79	8.94%		31 - 40 minutes
61	6.90%		41 - 50 minutes
108	12.22%		51 - 60 minutes
481	54.41%		More than 1 hour
884 Respondents			

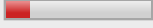
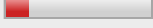
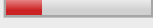
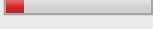
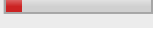
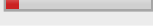
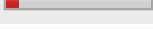
Q82. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 1

Count	Respondent %	Response %		
184	55.26%	37.17%		Monday
64	19.22%	12.93%		Tuesday
46	13.81%	9.29%		Wednesday
41	12.31%	8.28%		Thursday
38	11.41%	7.68%		Friday
58	17.42%	11.72%		Saturday
64	19.22%	12.93%		Sunday
333 Respondents				
495 Responses				

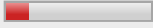
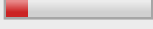
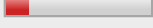
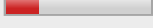
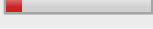
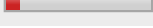
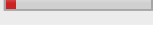
Q83. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 2

Count	Respondent %	Response %		
86	27.56%	21.23%		Monday
132	42.31%	32.59%		Tuesday
45	14.42%	11.11%		Wednesday
36	11.54%	8.89%		Thursday
30	9.62%	7.41%		Friday
44	14.10%	10.86%		Saturday
32	10.26%	7.90%		Sunday
312 Respondents				
405 Responses				

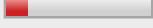
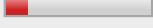
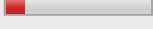
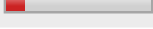
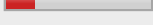
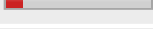
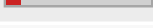
Q84. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 3

Count	Respondent %	Response %		
80	24.32%	16.67%		Monday
78	23.71%	16.25%		Tuesday
120	36.47%	25.00%		Wednesday
59	17.93%	12.29%		Thursday
55	16.72%	11.46%		Friday
44	13.37%	9.17%		Saturday
44	13.37%	9.17%		Sunday
329	Respondents			
480	Responses			

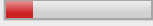
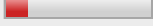
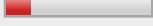
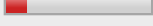
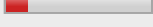
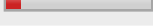
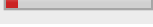
Q85. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 4

Count	Respondent %	Response %		
90	25.71%	16.36%		Monday
85	24.29%	15.45%		Tuesday
89	25.43%	16.18%		Wednesday
127	36.29%	23.09%		Thursday
63	18.00%	11.45%		Friday
56	16.00%	10.18%		Saturday
40	11.43%	7.27%		Sunday
350	Respondents			
550	Responses			

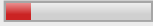
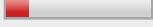
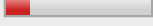
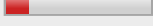
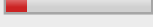
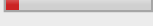
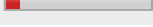
Q86. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 5

Count	Respondent %	Response %		
139	33.02%	15.08%		Monday
142	33.73%	15.40%		Tuesday
123	29.22%	13.34%		Wednesday
120	28.50%	13.02%		Thursday
187	44.42%	20.28%		Friday
112	26.60%	12.15%		Saturday
99	23.52%	10.74%		Sunday
421	Respondents			
922	Responses			

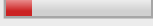
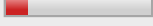
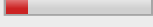
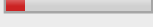
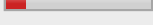
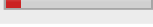
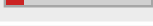
Q87. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 6

Count	Respondent %	Response %		
343	51.50%	18.77%		Monday
283	42.49%	15.49%		Tuesday
316	47.45%	17.30%		Wednesday
265	39.79%	14.50%		Thursday
282	42.34%	15.44%		Friday
189	28.38%	10.34%		Saturday
149	22.37%	8.16%		Sunday
666	Respondents			
1827	Responses			

Q88. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 7

Count	Respondent %	Response %		
196	39.04%	17.31%		Monday
181	36.06%	15.99%		Tuesday
188	37.45%	16.61%		Wednesday
181	36.06%	15.99%		Thursday
168	33.47%	14.84%		Friday
106	21.12%	9.36%		Saturday
112	22.31%	9.89%		Sunday
502	Respondents			
1132	Responses			

Q89. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), on which days would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 8

Count	Respondent %	Response %		
108	31.21%	17.91%		Monday
92	26.59%	15.26%		Tuesday
94	27.17%	15.59%		Wednesday
81	23.41%	13.43%		Thursday
86	24.86%	14.26%		Friday
64	18.50%	10.61%		Saturday
78	22.54%	12.94%		Sunday
346	Respondents			
603	Responses			

Q90. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 1

Count	Respondent %	Response %		
68	17.53%	11.53%		Before 8 AM
62	15.98%	10.51%		8 AM - 9 AM
42	10.82%	7.12%		9 AM - 10 AM
50	12.89%	8.47%		10 AM - 11 AM
40	10.31%	6.78%		11AM - 12 PM
36	9.28%	6.10%		12 PM - 1 PM
19	4.90%	3.22%		1 PM - 2 PM
21	5.41%	3.56%		2 PM - 3 PM
16	4.12%	2.71%		3 PM - 4 PM
21	5.41%	3.56%		4 PM - 5 PM
21	5.41%	3.56%		5 PM - 6 PM
22	5.67%	3.73%		6 PM - 7 PM
24	6.19%	4.07%		7 PM - 8 PM
21	5.41%	3.56%		8 PM - 9 PM
29	7.47%	4.92%		After 9 PM
98	25.26%	16.61%		Never
388	Respondents			
590	Responses			

Q91. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 2

Count	Respondent %	Response %		
20	5.45%	3.90%		Before 8 AM
54	14.71%	10.53%		8 AM - 9 AM
37	10.08%	7.21%		9 AM - 10 AM
34	9.26%	6.63%		10 AM - 11 AM
53	14.44%	10.33%		11AM - 12 PM
39	10.63%	7.60%		12 PM - 1 PM
29	7.90%	5.65%		1 PM - 2 PM
24	6.54%	4.68%		2 PM - 3 PM
14	3.81%	2.73%		3 PM - 4 PM
16	4.36%	3.12%		4 PM - 5 PM
25	6.81%	4.87%		5 PM - 6 PM
21	5.72%	4.09%		6 PM - 7 PM
18	4.90%	3.51%		7 PM - 8 PM
19	5.18%	3.70%		8 PM - 9 PM
30	8.17%	5.85%		After 9 PM
80	21.80%	15.59%		Never
367	Respondents			
513	Responses			

Q92. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 3

Count	Respondent %	Response %		
26	7.01%	4.98%		Before 8 AM
30	8.09%	5.75%		8 AM - 9 AM
51	13.75%	9.77%		9 AM - 10 AM
45	12.13%	8.62%		10 AM - 11 AM
54	14.56%	10.34%		11AM - 12 PM
53	14.29%	10.15%		12 PM - 1 PM
28	7.55%	5.36%		1 PM - 2 PM
21	5.66%	4.02%		2 PM - 3 PM
17	4.58%	3.26%		3 PM - 4 PM
21	5.66%	4.02%		4 PM - 5 PM
21	5.66%	4.02%		5 PM - 6 PM
19	5.12%	3.64%		6 PM - 7 PM
21	5.66%	4.02%		7 PM - 8 PM
19	5.12%	3.64%		8 PM - 9 PM
26	7.01%	4.98%		After 9 PM
70	18.87%	13.41%		Never
371	Respondents			
522	Responses			

Q93. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 4

Count	Respondent %	Response %		
43	10.78%	6.42%		Before 8 AM
28	7.02%	4.18%		8 AM - 9 AM
47	11.78%	7.01%		9 AM - 10 AM
69	17.29%	10.30%		10 AM - 11 AM
68	17.04%	10.15%		11AM - 12 PM
59	14.79%	8.81%		12 PM - 1 PM
41	10.28%	6.12%		1 PM - 2 PM
26	6.52%	3.88%		2 PM - 3 PM
32	8.02%	4.78%		3 PM - 4 PM
31	7.77%	4.63%		4 PM - 5 PM
34	8.52%	5.07%		5 PM - 6 PM
35	8.77%	5.22%		6 PM - 7 PM
33	8.27%	4.93%		7 PM - 8 PM
25	6.27%	3.73%		8 PM - 9 PM
35	8.77%	5.22%		After 9 PM
64	16.04%	9.55%		Never
399	Respondents			
670	Responses			

Q94. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 5

Count	Respondent %	Response %		
52	12.18%	4.74%		Before 8 AM
52	12.18%	4.74%		8 AM - 9 AM
61	14.29%	5.56%		9 AM - 10 AM
58	13.58%	5.28%		10 AM - 11 AM
105	24.59%	9.56%		11AM - 12 PM
107	25.06%	9.74%		12 PM - 1 PM
69	16.16%	6.28%		1 PM - 2 PM
67	15.69%	6.10%		2 PM - 3 PM
57	13.35%	5.19%		3 PM - 4 PM
65	15.22%	5.92%		4 PM - 5 PM
77	18.03%	7.01%		5 PM - 6 PM
87	20.37%	7.92%		6 PM - 7 PM
70	16.39%	6.38%		7 PM - 8 PM
64	14.99%	5.83%		8 PM - 9 PM
71	16.63%	6.47%		After 9 PM
36	8.43%	3.28%		Never
427	Respondents			
1098	Responses			

Q95. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 6

Count	Respondent %	Response %		
113	17.60%	5.31%		Before 8 AM
129	20.09%	6.06%		8 AM - 9 AM
127	19.78%	5.97%		9 AM - 10 AM
142	22.12%	6.67%		10 AM - 11 AM
212	33.02%	9.96%		11AM - 12 PM
239	37.23%	11.23%		12 PM - 1 PM
165	25.70%	7.75%		1 PM - 2 PM
134	20.87%	6.30%		2 PM - 3 PM
129	20.09%	6.06%		3 PM - 4 PM
135	21.03%	6.34%		4 PM - 5 PM
138	21.50%	6.48%		5 PM - 6 PM
136	21.18%	6.39%		6 PM - 7 PM
111	17.29%	5.22%		7 PM - 8 PM
98	15.26%	4.61%		8 PM - 9 PM
101	15.73%	4.75%		After 9 PM
19	2.96%	0.89%		Never
642	Respondents			
2128	Responses			


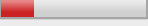
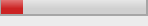
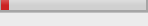
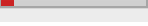
Q96. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 7

Count	Respondent %	Response %		
72	14.09%	5.69%		Before 8 AM
76	14.87%	6.01%		8 AM - 9 AM
88	17.22%	6.96%		9 AM - 10 AM
107	20.94%	8.46%		10 AM - 11 AM
134	26.22%	10.59%		11AM - 12 PM
135	26.42%	10.67%		12 PM - 1 PM
106	20.74%	8.38%		1 PM - 2 PM
84	16.44%	6.64%		2 PM - 3 PM
73	14.29%	5.77%		3 PM - 4 PM
68	13.31%	5.38%		4 PM - 5 PM
70	13.70%	5.53%		5 PM - 6 PM
62	12.13%	4.90%		6 PM - 7 PM
47	9.20%	3.72%		7 PM - 8 PM
49	9.59%	3.87%		8 PM - 9 PM
55	10.76%	4.35%		After 9 PM
39	7.63%	3.08%		Never
511	Respondents			
1265	Responses			

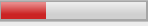

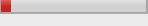
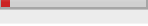
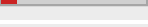
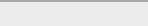
Q97. If all your desired dining improvements were implemented (such as additional venues, concepts, hours of operations, etc.), during which time period would you dine in the following zones on campus? SELECT ALL THAT APPLY. - Zone 8

Count	Respondent %	Response %		
34	8.63%	4.80%		Before 8 AM
35	8.88%	4.94%		8 AM - 9 AM
42	10.66%	5.93%		9 AM - 10 AM
44	11.17%	6.21%		10 AM - 11 AM
57	14.47%	8.05%		11AM - 12 PM
66	16.75%	9.32%		12 PM - 1 PM
48	12.18%	6.78%		1 PM - 2 PM
42	10.66%	5.93%		2 PM - 3 PM
39	9.90%	5.51%		3 PM - 4 PM
36	9.14%	5.08%		4 PM - 5 PM
39	9.90%	5.51%		5 PM - 6 PM
36	9.14%	5.08%		6 PM - 7 PM
37	9.39%	5.23%		7 PM - 8 PM
40	10.15%	5.65%		8 PM - 9 PM
46	11.68%	6.50%		After 9 PM
67	17.01%	9.46%		Never
394	Respondents			
708	Responses			

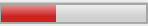

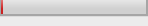
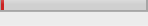
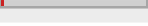
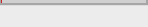
Q98. What is your desired breakfast cuisine if dining on campus?

Count	Percent		
394	47.70%		Self-served hot breakfast (e.g., eggs, waffles, bacon, etc.)
189	22.88%		Customized hot breakfast (e.g., made-to-order omelets)
127	15.38%		Continental breakfast (e.g., bagels, muffins, fruit)
43	5.21%		Coffee only (At least 1 meal per work / academic week)
73	8.84%		Pre-packaged convenience store items (e.g. granola bar, chips, crackers, etc.)
826	Respondents		

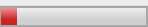
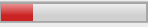
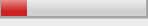
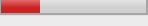
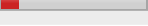
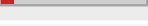
Q99. What is your desired lunch cuisine if dining on campus?

Count	Percent		
257	31.15%		Self-served hot lunch
359	43.52%		Customized hot lunch
54	6.55%		Customized cold lunch (e.g., deli, salad, etc.)
51	6.18%		Self-serve cold lunch (e.g., salad bar, make your own sandwich)
93	11.27%		Pre-made grab-and-go option
11	1.33%		Pre-packaged convenience store items (e.g. granola bar, chips, lunchables, crackers, etc.)
825	Respondents		

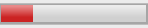
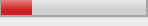
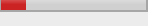
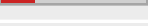
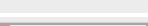
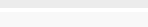
Q100. What is your desired dinner cuisine if dining on campus?

Count	Percent		
310	37.76%		Self-served hot dinner (e.g., pizza slices, grilled chicken, ravioli, etc.)
462	56.27%		Customized hot dinner (e.g., made-to-order burger, pasta, stir-fry, pizza)
11	1.34%		Customized cold option (e.g., deli, salad, etc.)
18	2.19%		Self-serve cold option (e.g., salad bar, make your own sandwich)
17	2.07%		Pre-made grab-and-go option
3	0.37%		Pre-packaged convenience store items (e.g. granola bar, chips, lunchables, crackers, etc.)
821	Respondents		

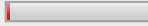
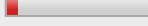
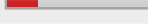
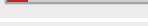
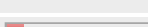


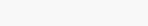
Q101. How often do you buy meals from an off-campus dining location?

Count	Percent		
41	10.82%		Never
85	22.43%		A few times per semester
68	17.94%		Less than once per week
102	26.91%		1 - 2 times per week
48	12.66%		3 - 4 times per week
35	9.23%		5 or more times per week
379	Respondents		

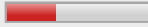
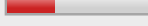
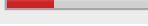
Q102. During a typical academic week (Mon-Fri), how often did you purchase dinner off campus?

Count	Percent		
83	21.84%		Never
81	21.32%		A few times per semester
65	17.11%		Less than once per week
88	23.16%		1 - 2 times per week
41	10.79%		3 - 4 times per week
22	5.79%		5 or more times per week
380 Respondents			

Q103. Which meals do you typically buy from an off-campus location? (SELECT UP TO THREE)

Count	Respondent %	Response %		
14	4.88%	2.04%		Weekday Breakfast
53	18.47%	7.73%		Weekday Lunch
150	52.26%	21.87%		Weekday Dinner
102	35.54%	14.87%		Weekday Late-Night
29	10.10%	4.23%		Weekend Breakfast
82	28.57%	11.95%		Weekend Lunch
146	50.87%	21.28%		Weekend Dinner
110	38.33%	16.03%		Weekend Late-Night
287 Respondents				
686 Responses				

Q104. What were your top three favorite places to dine off campus in the Clarksville area?

Count	Respondent %	Response %		
272	100.00%	33.92%		1.
269	98.90%	33.54%		2.
261	95.96%	32.54%		3.
272 Respondents				
802 Responses				

Q105. How much do you typically spend when you buy lunch at an off-campus dining location?

Count	Percent		
3	2.36%		\$2.99 or less
2	1.57%		\$3.00 - \$3.99
12	9.45%		\$4.00 - \$4.99
32	25.20%		\$5.00 - \$5.99
17	13.39%		\$6.00 - \$6.99
21	16.54%		\$7.00 - \$7.99
40	31.50%		\$8.00 or more
127 Respondents			

Q106. How much do you typically spend when you buy dinner at an off-campus dining location?

Count	Percent		
1	0.44%		\$2.99 or less
2	0.87%		\$3.00 - \$3.99
6	2.62%		\$4.00 - \$4.99
28	12.23%		\$5.00 - \$5.99
33	14.41%		\$6.00 - \$6.99
42	18.34%		\$7.00 - \$7.99
117	51.09%		\$8.00 or more
229	Respondents		

Q107. Which two statements most closely reflect your reasons for dining off campus? (Select up to two)

Count	Respondent %	Response %	
194	23.49%	13.37%	It is more convenient to eat off campus
136	16.46%	9.37%	I am meeting someone
190	23.00%	13.09%	To take a break from the academic atmosphere
163	19.73%	11.23%	Campus dining venues are too crowded
276	33.41%	19.02%	It is less expensive to eat off campus
212	25.67%	14.61%	I do not like the food/selection on campus
198	23.97%	13.65%	On campus venues are not open when I would like to eat
82	9.93%	5.65%	Other (please specify)
826	Respondents		
1451	Responses		

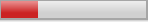

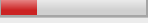
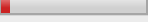
Q108. How important is each of the following factors when selecting a place to eat on campus? - Weekday hours of operation

Count	Percent		
522	65.25%		Very important
220	27.50%		Important
40	5.00%		Unimportant
18	2.25%		Very unimportant
800	Respondents		


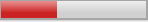
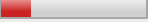
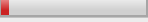
Q109. How important is each of the following factors when selecting a place to eat on campus? - Weekend hours of operation

Count	Percent		
385	48.61%		Very important
172	21.72%		Important
110	13.89%		Unimportant
125	15.78%		Very unimportant
792	Respondents		


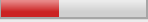
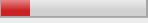
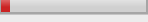
Q110. How important is each of the following factors when selecting a place to eat on campus? - Atmosphere (overall ambiance, decor, seating, lighting)

Count	Percent		
202	25.44%		Very important
344	43.32%		Important
200	25.19%		Unimportant
48	6.05%		Very unimportant
794	Respondents		



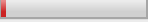
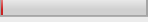
Q111. How important is each of the following factors when selecting a place to eat on campus? - Facility design amenities (wifi, electrical outlets, etc.)

Count	Percent		
277	35.11%		Very important
305	38.66%		Important
165	20.91%		Unimportant
42	5.32%		Very unimportant
789	Respondents		


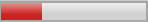
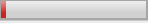
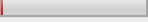
Q112. How important is each of the following factors when selecting a place to eat on campus? - Space supporting socializing (wall divides, designated spaces for small groups, hang-out seating, etc.)

Count	Percent		
269	33.84%		Very important
322	40.50%		Important
158	19.87%		Unimportant
46	5.79%		Very unimportant
795	Respondents		


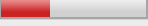
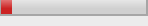
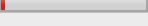
Q113. How important is each of the following factors when selecting a place to eat on campus? - Location convenience

Count	Percent		
513	65.18%		Very important
237	30.11%		Important
27	3.43%		Unimportant
10	1.27%		Very unimportant
787	Respondents		

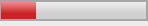

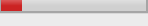
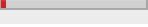
Q114. How important is each of the following factors when selecting a place to eat on campus? - Speed of service

Count	Percent		
533	67.13%		Very important
227	28.59%		Important
26	3.27%		Unimportant
8	1.01%		Very unimportant
794	Respondents		

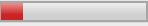

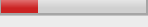
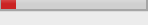
Q115. How important is each of the following factors when selecting a place to eat on campus? - Sufficient seating/activity space

Count	Percent		
447	56.37%		Very important
268	33.80%		Important
57	7.19%		Unimportant
21	2.65%		Very unimportant
793	Respondents		

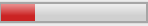

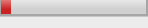
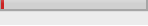
Q116. How satisfied are you with University Dining Services with respect to the following factors? - Weekday hours of operation

Count	Percent		
193	24.19%		Very satisfied
461	57.77%		Satisfied
117	14.66%		Dissatisfied
27	3.38%		Very dissatisfied
798	Respondents		

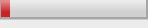
Q117. How satisfied are you with University Dining Services with respect to the following factors? - Weekend hours of operation

Count	Percent		
121	15.43%		Very satisfied
382	48.72%		Satisfied
199	25.38%		Dissatisfied
82	10.46%		Very dissatisfied
784	Respondents		

Q118. How satisfied are you with University Dining Services with respect to the following factors? - Atmosphere (overall ambiance, decor, seating, lighting)

Count	Percent		
185	23.48%		Very satisfied
535	67.89%		Satisfied
55	6.98%		Dissatisfied
13	1.65%		Very dissatisfied
788	Respondents		

Q119. How satisfied are you with University Dining Services with respect to the following factors? - Facility design amenities (wifi, electrical outlets, etc.)

Count	Percent		
229	29.28%		Very satisfied
489	62.53%		Satisfied
47	6.01%		Dissatisfied
17	2.17%		Very dissatisfied
782	Respondents		

Q120. How satisfied are you with University Dining Services with respect to the following factors? - Space supporting socializing (wall divides, designated spaces for small groups, hang-out seating, etc.)

Count	Percent		
192	24.12%		Very satisfied
484	60.80%		Satisfied
94	11.81%		Dissatisfied
26	3.27%		Very dissatisfied
796	Respondents		

Q121. How satisfied are you with University Dining Services with respect to the following factors? - Location convenience

Count	Percent		
227	28.84%		Very satisfied
422	53.62%		Satisfied
114	14.49%		Dissatisfied
24	3.05%		Very dissatisfied
787	Respondents		

Q122. How satisfied are you with University Dining Services with respect to the following factors? - Speed of service

Count	Percent		
155	19.55%		Very satisfied
395	49.81%		Satisfied
176	22.19%		Dissatisfied
67	8.45%		Very dissatisfied
793	Respondents		

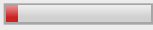
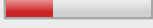
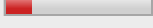
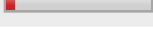
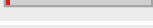
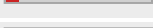


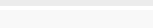
Q123. How satisfied are you with University Dining Services with respect to the following factors? - Sufficient seating/activity space

Count	Percent		
182	22.95%		Very satisfied
461	58.13%		Satisfied
107	13.49%		Dissatisfied
43	5.42%		Very dissatisfied
793	Respondents		

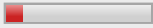
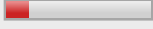
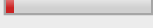
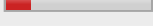
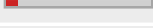
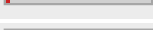
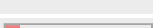
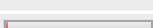



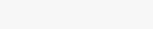
Q124. How many times in a typical week do you have a meal with students/classmates?

Count	Percent		
143	17.50%		Never
181	22.15%		Occasionally
154	18.85%		1 - 2 times per week
182	22.28%		3 - 5 times per week
157	19.22%		5 or more times per week
817	Respondents		

Q125. Which meals do you typically have with students/classmates? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %		
129	19.28%	8.28%		Weekday Breakfast
515	76.98%	33.06%		Weekday Lunch
281	42.00%	18.04%		Weekday Dinner
104	15.55%	6.68%		Weekday Late-Night
49	7.32%	3.15%		Weekend Breakfast
146	21.82%	9.37%		Weekend Lunch
164	24.51%	10.53%		Weekend Dinner
99	14.80%	6.35%		Weekend Late-Night
71	10.61%	4.56%		All meals are with students
669	Respondents			
1558	Responses			

Q126. If dining with students/classmates, where do you go for meals? (SELECT ALL THAT APPLY)

Count	Respondent %	Response %		
258	38.45%	12.21%		Off campus
335	49.93%	15.85%		The Caf
117	17.44%	5.54%		Take food from "The Caf" to eat somewhere else
374	55.74%	17.70%		The Food Court
179	26.68%	8.47%		Einstein Bros Bagels
66	9.84%	3.12%		Peay Pod
295	43.96%	13.96%		Subway
204	30.40%	9.65%		Starbucks
35	5.22%	1.66%		The Knight Stand
197	29.36%	9.32%		The Terrace
24	3.58%	1.14%		Elements
29	4.32%	1.37%		Other (please specify)
671	Respondents			
2113	Responses			

Q127. Please choose the top three priorities that Austin Peay should consider when making improvements to on-campus dining:

Count	Respondent %	Response %		
395	48.77%	17.74%		Extend hours of operation to include more dining options after 10:00 p.m.
182	22.47%	8.18%		Provide more "grab-and-go" options
258	31.85%	11.59%		Provide healthier options
178	21.98%	8.00%		Provide more custom, made-to-order options
133	16.42%	5.97%		Provide more dining venues close to classes
223	27.53%	10.02%		Improve speed of service
84	10.37%	3.77%		Provide more options to accommodate dietary needs such as vegetarian, gluten free, dairy free, halal, kosher, etc.)
50	6.17%	2.25%		Improve cleanliness
99	12.22%	4.45%		Include additional social spaces in dining venues (e.g. couches, movable seating, meeting areas, performance stage, etc.)
410	50.62%	18.42%		Provide more variety of food options and venues across campus
214	26.42%	9.61%		Provide more menu variety
810	Respondents			
2226	Responses			

Q128. Do you have responsibility for ordering catered food or beverages for meeting or events at Austin Peay?

Count	Percent		
739	91.01%		No
21	2.59%		Yes, at least once per week
17	2.09%		Yes, at least once per month
25	3.08%		Yes, a few times per year
10	1.23%		Yes, less than once per year
812	Respondents		

Q129. In general, to what extent does the current dining operator's catering meet your expectations for the event?

Count	Percent		
7	9.59%		Exceeds my expectations
51	69.86%		Meets my expectations
15	20.55%		Does not meet my expectations
73	Respondents		


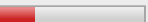



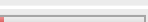
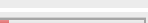
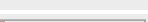
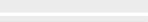
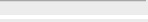
Q130. How often do you use an off-campus caterer for a college meeting or event?

Count	Percent		
7	9.59%		Always
13	17.81%		75% of the time
14	19.18%		50% of the time
16	21.92%		25% of the time
23	31.51%		Never, I always use the on-campus caterer
73	Respondents		

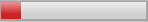

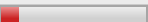

Q131. If you used an off-campus caterer for a college-related meeting or event, which one did you use?

Count	Percent	
32	100.00%	
32	Respondents	

Q132. Please select the most important factors in your decision to select a caterer for a college-related meeting or event: SELECT THREE

Count	Respondent %	Response %		
36	50.00%	18.85%		Food variety
48	66.67%	25.13%		Food quality
48	66.67%	25.13%		Menu pricing
17	23.61%	8.90%		Service quality
9	12.50%	4.71%		Service reliability
7	9.72%	3.66%		Event management
14	19.44%	7.33%		Payment options
8	11.11%	4.19%		Event location
3	4.17%	1.57%		Alcohol availability
1	1.39%	0.52%		Convenience (please elaborate on your definition of convenience)
72	Respondents			
191	Responses			

Q133. How satisfied are you with Austin Peay's on-campus caterer?

Count	Percent		
10	13.89%		Very satisfied
49	68.06%		Satisfied
9	12.50%		Dissatisfied
4	5.56%		Very dissatisfied
72	Respondents		

Q134. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Communicating with the catering staff before the event

Count	Percent		
25	36.23%		Very easy
37	53.62%		Easy
7	10.14%		Difficult
0	0.00%		Very difficult
69	Respondents		

Q135. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Negotiating and establishing a final price for the event

Count	Percent		
20	28.99%		Very easy
43	62.32%		Easy
5	7.25%		Difficult
1	1.45%		Very difficult
69	Respondents		

Q136. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Finalizing and confirming essential details

Count	Percent		
21	30.00%		Very easy
44	62.86%		Easy
4	5.71%		Difficult
1	1.43%		Very difficult
70 Respondents			

Q137. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the event's pre-service preparation

Count	Percent		
24	35.29%		Very easy
40	58.82%		Easy
4	5.88%		Difficult
0	0.00%		Very difficult
68 Respondents			

Q138. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Making sure the event starts on time

Count	Percent		
23	34.85%		Very easy
40	60.61%		Easy
3	4.55%		Difficult
0	0.00%		Very difficult
66 Respondents			

Q139. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the service during the event

Count	Percent		
23	33.33%		Very easy
42	60.87%		Easy
4	5.80%		Difficult
0	0.00%		Very difficult
69 Respondents			

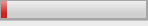
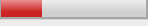
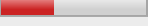
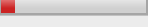
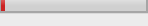
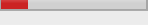
Q140. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Supervising the post-event clean-up

Count	Percent		
24	35.29%		Very easy
38	55.88%		Easy
5	7.35%		Difficult
1	1.47%		Very difficult
68 Respondents			

Q141. How easy is each of the following tasks when organizing and hosting a meeting or event with Austin Peay's on-campus caterer? - Receiving and settling the final invoice(s)

Count	Percent		
24	34.78%		Very easy
44	63.77%		Easy
1	1.45%		Difficult
0	0.00%		Very difficult
69	Respondents		

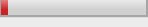
Q142. Compared to your experiences with external caterers, how do you rate the current on-campus caterer?

Count	Percent		
3	4.23%		Superior
20	28.17%		Somewhat better
26	36.62%		About the same
7	9.86%		Somewhat inferior
2	2.82%		Very inferior
13	18.31%		Not applicable; I have not worked with caterers outside of Chartwells
71	Respondents		

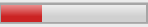

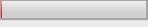
Q143. What is your current enrollment status?

Count	Percent		
777	95.93%		Full time
33	4.07%		Part time
810	Respondents		

Q144. What is your age?

Count	Percent		
9	1.13%		17 or under
489	61.43%		18 - 20
126	15.83%		21 - 22
39	4.90%		23 - 24
49	6.16%		25 - 29
84	10.55%		30 or over
796	Respondents		


Q145. What is your gender?

Count	Percent		
228	28.68%		Male
561	70.57%		Female
6	0.75%		Other (please specify)
795	Respondents		


Q146. What is your current residency status?

Count	Percent		
710	89.65%		Domestic student, Resident of Tennessee (U.S. citizen or permanent resident)
62	7.83%		Domestic student, Out-of-state resident (U.S. citizen or permanent resident)
20	2.53%		International student
792	Respondents		


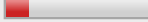
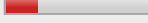
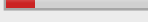
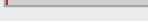
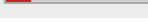
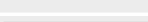
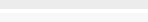
Q147. What is the zip code of your home/permanent residence? (Input zip code. If an international student, please enter the name of your home country.)

Count	Percent	
786	100.00%	
786	Respondents	


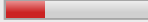
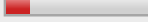
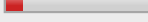
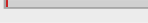
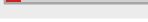
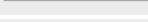
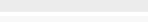
Q148. What is the ZIP code of the local residence where you currently live while attending Austin Peay?

Count	Percent	
754	100.00%	
754	Respondents	


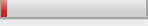
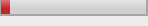
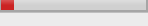
Q149. What are the primary sources of funding for your academic expenses (tuition, fees, books, etc.)? SELECT ALL THAT APPLY

Count	Respondent %	Response %	
353	44.51%	17.91%	 Family support
313	39.47%	15.88%	 Personal support
439	55.36%	22.27%	 Student loan(s)
395	49.81%	20.04%	 Academic scholarship(s)
29	3.66%	1.47%	 Athletic scholarship(s)
338	42.62%	17.15%	 Grant(s)
34	4.29%	1.73%	 Employer reimbursement or tuition program
70	8.83%	3.55%	 Other (please specify)
793	Respondents		
1971	Responses		


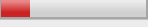
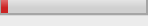
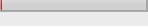
Q150. What are the primary sources of funding for your living expenses (housing, food, travel, entertainment, etc.)? SELECT ALL THAT APPLY

Count	Respondent %	Response %	
412	52.09%	27.28%	 Family support
414	52.34%	27.42%	 Personal support
255	32.24%	16.89%	 Student loan(s)
182	23.01%	12.05%	 Academic scholarship(s)
22	2.78%	1.46%	 Athletic scholarship(s)
154	19.47%	10.20%	 Grant(s)
18	2.28%	1.19%	 Employer reimbursement or tuition program
53	6.70%	3.51%	 Other (please specify)
791	Respondents		
1510	Responses		

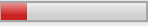
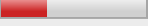
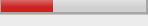
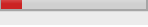
Q151. What is your marital/family status?

Count	Percent		
641	81.24%		Single without child(ren)/dependent(s)
33	4.18%		Single with child(ren)/dependent(s)
46	5.83%		Married/partnered without child(ren)/dependent(s)
69	8.75%		Married/partnered with child(ren)/dependent(s)
789	Respondents		

Q152. What was your classification upon entering Austin Peay for the first time?

Count	Percent		
592	74.84%		New student (undergraduate)
157	19.85%		Transfer student (undergraduate)
37	4.68%		New student (graduate/professional)
5	0.63%		Transfer student (graduate/professional)
791	Respondents		

Q153. Paying for my Austin Peay educational expenses (tuition, fees, books, housing, food, entertainment, etc.) is:

Count	Percent		
139	17.59%		Easy and should never be a problem
249	31.52%		Easy for now, but may be a problem in the future
287	36.33%		Difficult, but my family and I are managing for now
115	14.56%		Very difficult and represents a major struggle for my family and me
790	Respondents		

Q154. Please feel free to provide any additional comments related to the content of this survey. No comment will be personally attributable to any individual who completed this survey.

Count	Percent	
195	100.00%	
195	Respondents	

G. Strategic Asset Value Decision Framework



STRATEGIC ASSET VALUE (SAV) STORY

OVERVIEW

B&D conducted a Strategic Asset Value (“SAV”) Visioning Session with members of campus leadership to discuss independent strategic objectives related to APSU’s housing and dining programs. The discussion’s primary objectives were to:

- ◆ Involve university stakeholders in the planning process;
- ◆ Align the vision for housing and dining and this initiative with the university’s permanent ideals to ensure implementation consistency; and,
- ◆ Uphold the university’s mission and not to modify or change it or introduce new values.

The following members of campus leadership attended the SAV Visioning Session and provided key insight into Austin Peay’s strategic initiatives related to housing and dining:

- ◆ Alisa White, President
- ◆ Cecil Wilson, Assistant Director of Housing Services
- ◆ Greg Singleton, Interim VP for Student Affairs and Dean of Students
- ◆ Joe Mills, Assistant VP & Director of Housing
- ◆ Marc Brunner, Director of University Design and Construction
- ◆ Mitch Robinson, VP for Finance and Administration
- ◆ Rex Gandy, Provost and VP for Academic Affairs
- ◆ Ron Bailey, VP of External Affairs
- ◆ Tom Hutchins, Director of Physical Plant Operations
- ◆ Tara Bliss, Carrie Rollman, Meg Green and Paige Shesterkin – Brailsford & Dunlavey

Following the SAV Visioning Session, B&D synthesized the results of the discussion into a narrative to use as a decision-making framework through the Housing and Dining Master Plan Process. The criteria described herein are intended to represent the permanent values of Austin Peay and provide guidance on how to maximize the strategic value of investments in housing and dining. The SAV story is expressed below in the following chapters:

- ◆ Target Market, Unit Typology, and Location
- ◆ Program Outcomes and Foodservice Experience
- ◆ Financial Accessibility and Quality Reconciliation
- ◆ Financial Operating Paradigm and Institutional Will

TARGET MARKET, UNIT TYPOLOGY AND LOCATION

- ◆ Austin Peay should provide housing to support student success. Freshmen and sophomore students should be prioritized as the primary market.
 - Housing typology should align with their maturity progression, e.g., freshmen and sophomores should not be placed in apartments.
- ◆ Austin Peay should provide an opportunity for upper-division students to live on campus but not to the detriment of the primary market.
 - Housing typology should be responsive to upper-division demand.
- ◆ Austin Peay should celebrate and accommodate non-traditional students' lifestyle needs but not through investments in housing facilities that are programmed solely and specifically for them.
 - Housing typology should be responsive to non-traditional students' demand.
- ◆ Dining is intended to fuel students for success and support diverse lifestyle needs.
 - Austin Peay should prioritize residential students as the dining program's primary market. Spaces, concepts, hours of operations and offerings should be responsive to the primary market.
 - Commuters, faculty, and staff should be accommodated through capacity, hours of operation, and operational efficiencies but not to the detriment of the primary market.
- ◆ Dining should be located to create centralized activity hubs. Satellite facilities should be located to encourage localized community development and support students' lifestyle needs.
- ◆ All housing should be located in a residential neighborhood that is sufficiently scaled to build community and is supported with appropriate and proximate quality of life facilities.
 - If housing is not located within a neighborhood, Austin Peay should create community scale with quality of life facilities, including dining and recreation facilities.

PROGRAM OUTCOMES AND FOODSERVICE EXPERIENCE

- ◆ Housing and dining services should empower students for success and support diverse lifestyle needs.
- ◆ The dining program should optimize opportunities to expose the Austin Peay community to global cultures. The dining program should support Austin Peay's initiative to expose regional students to global perspectives while simultaneously providing offerings that attract and are inclusive of international students' needs.

- ◆ Housing programs should facilitate exposure to lifestyle success programs to support student development and success at Austin Peay and beyond graduation.
- ◆ Living and learning programs should be implemented only if they reinforces students' academic success.

FINANCIAL ACCESSIBILITY AND QUALITY RECONCILIATION

- ◆ Austin Peay should provide the programs and resources necessary to housing and dining in order to produce a common residential experience for students that supports university initiatives of community development and cultural exposure.
 - The accessibility of the program should align with each target market's developmental needs related to affordability, unit typology, and supportive services.
- ◆ Austin Peay should invest in amenities and programs that reinforce the university's initiatives related to cultural awareness, community development, and student success. Investments should always support the student experience – any benefits realized to recruitment efforts are considered byproducts. The positive student experience should be paramount and Austin Peay's competitive advantage.

FINANCIAL OPERATING PARADIGM AND INSTITUTIONAL WILL

- ◆ The extent of Austin Peay's direct participation in project should follow a clear schedule of priorities.
 - *Upper-class levels, graduate, non-traditional housing* – Austin Peay's aspiration is to provide housing to all students who want to live on campus; but, Austin Peay would not offer housing that puts the university's financial health at risk. Austin Peay will not take direct financial risk to create housing for upper-class levels, graduate, or non-traditional students; however, Austin Peay should consider portfolio-based financing or alternative financing methods on a case-by-case basis without compromising freshmen and sophomore housing.
 - *Freshmen and sophomore housing* – Austin Peay should expend planning resources and small amounts of seed money or capital to support new housing facilities. Austin Peay should consider portfolio-based financing.
 - Austin Peay should take direct financial participation in facilities that support the success of the residential experience.
- ◆ The dining program must be financially self-sustaining; any additional profit margin should not be at the expense of student accessibility.



INSPIRE. EMPOWER. ADVANCE.

info@programmanagers.com
PROGRAMMANAGERS.COM

@BD_PM   